NORTH CENTRAL REGIONAL TRANSIT DISTRICT
BOARD MEETING AGENDA

March 1, 2013
9:00 AM- 1:00 PM
Jim West Regional Transit Center
Board Room

CALL TO ORDER:

1. PLEDGE OF ALLEGIANCE
2. MOMENT OF SILENCE
3. ROLL CALL
4. INTRODUCTIONS
5. APPROVAL OF AGENDA
6. APPROVAL OF MINUTES – February 1, 2013
7. PUBLIC COMMENTS

PRESENTATION ITEMS: None

ACTION ITEMS FOR APPROVAL/ DISCUSSION:

A. **Public Hearing and Consideration of Resolution No. 2013-03 Adding the Nambe Pueblo as a Member of the NCRTD Board**
Sponsor: Anthony J. Mortillaro, Executive Director. *Attachment*

B. **Review and Adoption of Resolution No. 2013-04 Amending the Financial Policies**
Sponsor: Anthony J. Mortillaro, Executive Director. *Attachment*

C. **Commercial Advertising Bid Award for NCRTD Transit Advertising**
Sponsor: Anthony J. Mortillaro, Executive Director and Jim Nagle, Public Information Officer. *Attachment*

D. **Presentation and Discussion of Marketing Efforts and Strategic Plan**
Sponsor: Anthony J. Mortillaro, Executive Director and Jim Nagle, Public Information Officer. *Attachment*

E. **Award of Service Plan Update**
Sponsor: Anthony J. Mortillaro, Executive Director. *Attachment*

DISCUSSION ITEMS:

F. **Financial Report for February 2013:**
Sponsor: Anthony J. Mortillaro, NCRTD Executive Director and Glenda Aragon, Finance Manager. *Attachment*

G. **Finance Subcommittee Report:**
Sponsor: Chair Tim Vigil and Anthony J. Mortillaro, NCRTD Executive Director. *No report, next meeting April 26, 2013.*

H. **Tribal Subcommittee Report:**
Sponsor: Chair Mary Lou Valerio and Anthony J. Mortillaro, NCRTD Executive Director. *No report, next meeting March 14, 2013.*

I. **Executive Report for March 2013 and Comments from the Executive Director:**

1) **Executive Report**
2) **Performance Measurers**
3) **Ridership Report for February 2013**
4) **Legislative Update**

Sponsor: Anthony J. Mortillaro, NCRTD Executive Director. *Attachments*

MATTERS FROM THE BOARD

MISCELLANEOUS

ADJOURN

NEXT BOARD MEETING: April 5, 2013 at 9:00 a.m.

If you are an individual with a disability who is in need of a reader, amplifier, qualified Sign Language interpreter or any other form of auxiliary aid or service to attend or participate in the hearing of the meeting, please contact the NCRTD Executive Assistant at 505-629-4702 at least one week prior to the meeting, or as soon as possible. Public documents, including the agenda and minutes, can be provided in various accessible formats.

North Central Regional Transit District
Board Meeting
Friday, February 1, 2013

CALL TO ORDER:

A regular meeting of the North Central Regional Transit District Board was called to order on the above date by Commissioner Daniel Barrone, Chair, at 9:15 a.m. at the Jim West Transit Center, 1327 Riverside Drive, Española, New Mexico.

1. **Pledge of Allegiance**

2. **Moment of Silence**

3. **Roll Call**

Roll call indicated the presence of a quorum as follows:

Members Present:	**Elected Members**	**Alternate Designees**
Los Alamos County		*Mr. Philo Shelton III*
Rio Arriba County		
Taos County	*Commissioner Daniel Barrone*	
Santa Fé County	*Commissioner Robert Anaya*	*Commissioner Danny Mayfield*
Pojoaque Pueblo		*Mr. Tim Vigil*
Ohkay Owingeh		
San Ildefonso Pueblo		
Santa Clara Pueblo		*Ms. Mary Lou Valério*
Tesuque Pueblo	*Gov. Charles Dorame*	*Ms. Sandra Maez*
City of Santa Fé	*Councilor Patti Bushee [T]*	*Mr. Jon Bulthuis*

City of Española		
Town of Edgewood	*Councilor Chuck Ring*	
Rio Metro (ex officio)		

Staff Members Present
Mr. Anthony J. Mortillaro, Executive Director
Ms. Glenda Aragon, Financial Manager
Mr. Mike Kelly, Transit Operations Manager
Mr. Pat López, Financial Analyst
Mr. Jim Nagle, Public Information Officer
Mr. Gus Martínez, Fleet Manager
Ms. Stacey McGuire, Projects and Grants Specialist

Others Present
Mr. Peter Dwyer, Legal Counsel
Mr. Carl Boaz, Stenographer

4. INTRODUCTIONS

All present introduced themselves to the Board.

5. APPROVAL OF AGENDA

Gov. Dorame moved to approve the agenda as presented. Councilor Ring seconded the motion and it passed by unanimous voice vote.

6. APPROVAL OF MINUTES

- **Minutes of Regular Meeting on January 4, 2013**

Gov. Dorame moved to approve the minutes of January 4, 2013 as presented. Ms. Valério seconded the motion and it passed by unanimous voice vote.

7. PUBLIC COMMENTS

Mr. Mortillaro introduced Ms. Stacey McGuire as the new Service Development Projects and Grants Specialist. She spent four years at Minneapolis Transit before coming to New Mexico. The Board welcomed her as a new staff member.

Gov. Dorame announced that Ms. Sandra Maez would be the Tesuque Pueblo alternate. Today he had to leave at 10:00 and Ms. Maez would take his seat at that time.

There were no public comments.

PRESENTATIONS

There were no presentations.

ACTION ITEMS FOR DISCUSSION/APPROVAL:

A. Presentation and Acceptance of the FY 2012 Comprehensive Annual Financial Report

Mr. Mortillaro asked that this item be delayed until the presenters arrived

Ms. Valério moved to table this item. Gov. Dorame seconded the motion and it passed by unanimous voice vote.

B. Reconsideration and Adoption of Resolution No. 2012-29 Creating General Policy and Priorities for Use of the Jim West Regional Transit Center

Mr. Mortillaro reminded the Board this was discussed in December and the Board asked staff to look at insurance requirements. Mr. Kelly would present the results.

Mr. Kelly said the policy for using the facility would give first priority to Board members and committees as well as state and local government entities. Legal Counsel researched insurance requirements and if a group was not covered by the Municipal League Self Insurance Fund they must name NCRTD as additional insured. After business hours would have an extra fee. Use was limited to government entities.

Mr. Mortillaro referred to page 18 where the insurance requirement was added to the policy.

Mr. Dwyer said if they had a private entity in the facility they would have to provide a special events policy which they could purchase on-line for $60-70.

Councilor Ring moved to approve Resolution 2012-29 as presented. Mr. Vigil seconded the motion and it passed by unanimous roll call vote with City of Edgewood, Los Alamos County, Pueblo of Pojoaque, Santa Clara Pueblo, City of Santa Fé, Santa Fé County, Taos County and Tesuque Pueblo voting in favor and none voting against.

C. Discussion and Direction regarding the cost Analysis of External Fleet Maintenance vs. Internal

Fleet Maintenance

Mr. Mortillaro said this analysis was reviewed by the Finance Committee last Friday and they had a recommendation to make later.

Mr. Kelly said page 23 showed the breakout sheet of the analysis. They looked at the existing budget for maintenance of vehicles. The upper left corner of page 23 showed $194,000 per year on contract and $140,000 on vehicular maintenance. For a mechanic and a service worker for one year and with a 5-year escalated at 3%/year. He explained the difference between a mechanic who was an experienced certified mechanic and a service worker, who was a basic mechanic with limited certification to assist.

For the first year the mechanic would receive $18 per hour and the service worker $14 per hour with benefits at 35% would bring the actual cost of the mechanic to $24.30 per hour or $50,500 annually and the service worker to $18.90 per hour for an annual total of $39,000. He shared the escalated 5-year totals. So the total costs for the first year were $89,856 and five years later would be $101,000.

In the next table he broke out what they were paying for the contract ($144,000) and compared it with internal labor and it would be about 52% of what the contract cost. He identified other considerations and concluded that considerable savings could be achieved with internal maintenance of vehicles in a conservative estimate.

He pointed out that other benefits would include direct oversight on maintenance and quality control, budget savings on parts and reduced shuttles, reduced taxes and reduced down time. All staff were certified by USDOT on drug screens. As a rural RTD that was not a requirement for outside contractors. So it would close a loop in liability.

Mr. Mortillaro explained the reason they were talking about this at this time was the District in its plan for the site had planned for a fleet maintenance facility in back area of the property. Several years ago the RTD got a 5304 grant for over $30,000 that had to be matched so they had about $64,000 in an account for the purpose of doing a conceptual design for the maintenance facility. They renewed the grant twice so they needed to bring it to the Board so we can determine whether to proceed with fleet maintenance internally and get authorization for design or not. They still didn't have the funding for the facility construction so it could be another 2-3 years. This did go to the Finance Committee and perhaps the chair could speak to it.

Commissioner Anaya thought the hourly rates and capacity and skill level required in the analysis was way underestimated. Also if the RTD used an outside firm who didn't perform it was easy to go to another firm. So he would like more information. If it was on regular cars he thought the costs would be low.

Chair Barrone asked Mr. Kelly to address that comment.

Mr. Kelly said those were beginning levels in certain classifications in other agencies. The RTD had to start at the lowest class. Someone with experience might start at the five year level.

Mr. Mortillaro said staff got those estimates from other jurisdictions.

Mr. Kelly agreed. He looked at Santa Fé City classifications.

Commissioner Anaya thought if the Board decided to go that direction, having a mechanic and then supervisor who was managing the shop. They would want someone who not only knew how to deal with the vehicle but also the management and operation of the shop. Maybe they should compare costs with a private shop. It was far better to find the expertise and pay appropriate wages than for a government worker to do it.

Mr. Kelly said the District did have a fleet manager with many years of experience to give direction and oversight. So that portion was covered.

Mr. Vigil said the Finance Committee met last week and had lots of discussion. This was strictly for conceptual design. He thought they could lose the federal funding if they didn't act soon. For design, Finance thought it prudent to move on it.

Mr. Mortillaro said the feds would like the RTD to either use it or return it. In 2009, the architects involved in design of the facility did a line drawing concept of a building and cost estimate but he was not comfortable with their work.

Mr. Mortillaro said if the Board wanted to proceed on design, they could have another review of it going forward. Once they got the final design and updated costs staff could bring it back for a final design to go forward or not.

Commissioner Anaya thought this was a benefit for the RTD to have such a facility. The building structure was different. They might find that it would make sense to have a facility and maybe not staff it with our staff. But to say we would automatically staff it, he was not there.

Councilor Ring asked if the RTD had one vendor for fuel now. He asked if it wouldn't be wise to have a fuel depot here with this building.

Mr. Mortillaro said they had in the FY 13 capital budget an amount to develop a fuel depot here because currently they used the state's card system. They could fuel at any station at retail rates. He believed a depot would save money but would still use the cards for outlying areas. That would be revisited later in the midyear budget review.

Mr. Bulthuis concurred with Commissioner Anaya's comments. It would take years for it to become brick and mortar and a definite advantage to have that down the road as the organization matures. His recommendation would be to move forward with the design to have that option down the road.

Mr. Shelton said they would need geo-technical work and that would add 20-30% to this estimate.

Commissioner Anaya asked if the RTD ever approached Santa Fé County for purchase of fuel. You could probably use the county facility in Santa Fé.

Mr. Mortillaro said they would look at that once they got the fuel depot.

Commissioner Anaya asked his assistant to pass that along to the County Public Works Director.

Mr. Mortillaro recommended a motion from the Board to direct the staff to commence the initial design, environmental assessment and geo-technical assessment at this time as another step.

Mr. Vigil moved to direct the staff to commence the initial design, including environmental and geo-technical assessments. Commissioner Anaya seconded the motion and it passed by unanimous roll call vote with City of Edgewood, Los Alamos County, Pueblo of Pojoaque, Santa Clara Pueblo, City of Santa Fé, Santa Fé County, Taos County and Tesuque Pueblo voting in favor and none voting against.

Gov. Dorame was excused from the meeting at 9:58 and Ms. Maez represented Tesuque Pueblo.

Mr. Bulthuis noted that Councilor Bushee departed the meeting until Item J.

D. Discussion and Direction regarding the Mid-Year FY 13 Budget Update

Mr. Mortillaro said they were approximately at mid-year so they would update the Board.

Ms. Aragon and Mr. López presented the review.

Ms. Aragon said the RTD was anticipating a reduction in GRT revenue and offsetting expenditures and capital projects. Financial conditions were summarized on pages 36 and 37 with revisions.

As of December 31 and projections through June 30 expected a $218,000 deficit with the majority from GRT. On page 39 was the total. Much of the GRT reduction was due to LANL requesting refunding from Los Alamos County. So they changed the total as a result of the $65,000 refund from RTD. The reduction projection for the following months was about 20%. Rio Arriba projections were about a 3% reduction with a slight increase in Santa Fé County revenue of 6.5% which was shared 50/50 with the Rail Runner. Overall, on page 39, bottom right corner showed the projection of $262,000 loss.

Mr. Mortillaro said although a $262,000 deficit was projected, it was really greater because the RTD had to send half of the additional revenue from Santa Fé NCRTD GRT to the Rail Runner so the deficit was actually $392,000.

Ms. Aragon said to deal with the reduced revenue the RTD was monitoring expenses to the end of the year and looking at savings through cuts to offset the GRT losses. Savings were in departments: (page 41) - $268,000 in administrative, $240,000 in operations and would honor their contract with Rio Metro as well as $213,000 in capital savings for a total of about $384,000.

They would freeze all capital projects that did not have a federal match and review them toward end of

the FY. They included HVAC, fueling facility, etc.

Overall the plan of action was to decrease projected expenses to offset the decrease projections of revenue.

Mr. Mortillaro said the summary on page 41 showed the administrative and operation savings as enough to offset the GRT losses. By holding back on capital projects would insure a contingency to deal with unanticipated further cuts and avoid having to touch the reserves.

Commissioner Anaya asked why they factored in the money that goes to Rio Metro.

Mr. Mortillaro said the RTD had to account for it as an expenditure because of the intergovernmental agreement for 50% of Santa Fé GRT. They had agreements as well with Los Alamos and City of Santa Fé to provide transit services.

Mr. Mortillaro said they made a projection and it was good that the economy in Santa Fé was doing better so they had that additional expense.

Chair Barrone asked staff to explain how Los Alamos revenue worked.

Mr. López said the District received approximately $1.8 million per year from Los Alamos GRT. The biggest employer was the lab which accounted for 90% of the GRT. So when LANL didn't spend the money the RTD didn't get the GRT. The budget was $336,000 but only got $263,000. In October - LANL took a credit from overpayment of GRT from previous years. Los Alamos County had to repay $3.5 million and the RTD owed $65,000 of that. The impact was $180,000.

Mr. Mortillaro added that often there were paybacks in GRT at times but here it was a $2 billion industry and when a credit was taken it was huge. And the problem was that it was from past years. It throws off the trend projections.

Mr. Shelton said it had impacted their county budget tremendously. It was not only the refund but spending at the lab had significantly dropped. The fiscal cliff had been pushed out to May and they might not make it. There was a lot of uncertainty being faced in Los Alamos as a consequence.

Mr. Mortillaro said the RTD is fortunate in that our tax base was from 4 counties so we have a little diversity. The growth in Santa Fé County had helped but not enough.

Commissioner Anaya asked if the District could ask LANL if they could help offset that loss given that we help with transit to get their employees to work. .

Mr. Mortillaro said they had not thought about that, but we could send a letter to share the impact on our budget. But he knew that Los Alamos County had regular discussions with the Lab and it didn't have much effect. He didn't know if things had changed since he left Los Alamos government.

Commissioner Anaya asked that it be formalized to make such a request.

Mr. Shelton commented that the Lab was a private entity relying on federal funding and it would be more helpful to let the congressional delegation know rather than telling a private entity their impact. They experience the impact too in laying off staff members.

Councilor Ring moved to approve sending the letter as described and contact the congressional delegation to ask for their help. Mr. Vigil seconded the motion.

Chair Barrone said there would be a meeting in early March in Washington DC and maybe we could address it at that time.

The motion passed by unanimous roll call vote with City of Edgewood, Los Alamos County, Pueblo of Pojoaque, Santa Clara Pueblo, City of Santa Fé, Santa Fé County, Taos County and Tesuque Pueblo voting in favor and none voting against.

A. Review and Acceptance of the Fiscal Year 2012 Comprehensive Audit

The auditor was ready to present the audit report.

Mr. Vigil moved to remove this item from the table for consideration. Councilor Ring seconded the motion and it passed by unanimous voice vote.

Mr. Vener presented the results of the 2012 audit to the Board.

Mr. Mortillaro said it was presented in the exit conference with the Finance Committee and sent to the State Auditor in December on time.

Mr. Vener indicated four of five prior years findings were resolved. There were four current findings and the one repeated from prior year findings. The good news was that the RTD resolved the findings for the debit card, per diem policy, cell phone policy and missing signatures on disbursements. The controls over GL and Audit Report needed adjustment. Current findings were controls over bank accounts; controls over disbursements; capital asset listing and identification of federal expenditures. There was a brief undercollateralization in February 2012.

Mr. Vener thanked the staff for their work in helping the auditors with their work.

Mr. Bulthuis noticed the MD & A was not included in the audit and asked if that would be included in the future.

Mr. Vener said it was just a matter of timing to get the audit in on time. It was really good to have it done and staff wanted to include it. If management and Finance Committee had the time now, they could include it starting now. For 2012 it would be prepared and then the District could compare it with 2013.

Mr. Bulthuis understood in the findings that several items were due to staff changes at close out. He

thought current staff had the obligation to not let that drop going forward.

Mr. Vener agreed. The outgoing finance manager left right when the audit started but he thought the organization handled that well.

Mr. Mortillaro was confident that without those changes they would have done much better. The goal was to have no findings.

Mr. Bulthuis commended staff and RTD for the strides made over the years. There were much worse audits in the past and good indications of where it was going. Chair Barrone agreed.

Councilor Ring moved to accept the audit as presented. Ms. Valério seconded the motion and it passed by unanimous roll call vote with City of Edgewood, Los Alamos County, Pueblo of Pojoaque, Santa Clara Pueblo, City of Santa Fé, Santa Fé County, Taos County and Tesuque Pueblo voting in favor and none voting against.

Commissioner Anaya said his vote reflected the work of the prior county commission representative.

E. Discussion and Possible Award of Fleet Procurement Bid

Mr. Mortillaro noted in board report that highlighted items were different than the electronic version because they had not opened the bids at the time it was sent.

Mr. Kelly described piggybacking in bids when other entities in the state had bids to consider. Here the RTD prepared the bid on its own specifications. Gus Martínez spent a good part of last spring and summer preparing this bid and published it in December. They had a pre-bid meeting with five vendors attending. Four bidders replied with six potential products. The evaluation considered pricing, delivery time and warranties proposed. National Bus Sales received best scores on original and alternative products.

The District was awarded a “state of good repair grant” of $350,000 last year so the proposal was to buy two of item 1, one of item 2 and one of item 3 with an award to National Bus Sales for the four vehicles. The total would exceed the $350,000 at $378,530 but that could be offset from the sale of retired buses this year ($41,400). He asked to bring that to the budget for the purchase.

Mr. Mortillaro explained this was the first time the RTD prepared its own bids. Last year we purchased from Houston-Galveston contract.

Mr. Martínez said with this award they would get a turn-key bus with decals and everything and it was $797 cheaper that the Houston Galveston price for the very same Item 1 bus. Also, with this contract others could piggyback off of it on item 1.

Chair Barrone added that it was compliant with procurement policy.

Mr. Dwyer agreed it did not appear to violate procurement law. The RTD was now more sophisticated

in procurements.

Mr. Mortillaro said Ms. Aragon was now the procurement agent under the new procurement policies the Board approved 5-6 months ago.

Ms. Aragon reported they followed exactly the procurement guidelines and met the percentages and determined how the committee was set up for the evaluation of bids.

Mr. Mortillaro said no protests had been received.

Councilor Ring asked what increases in cost were being seen. Mr. Martínez said it was 4-5%.

Commissioner Anaya appreciated staff work. He asked Mr. Mortillaro if he had any involvement with the bids. Mr. Mortillaro said he didn't.

Commissioner Anaya asked if he had any involvement with the grant.

Mr. Mortillaro said staff did the application and he signed it. He could have involvement in reviewing any protests but none had been received. The policy was that protesters could come to the Board if they were not satisfied with resolution of their protest.

Commissioner Anaya concluded we followed NMDOT requirements. Ms. Aragon agreed.

Commissioner Anaya suggested the last bus not be purchased until the budget was adjusted.

Commissioner Anaya moved approval with the condition that the last bus not be purchased until the budget adjustment was approved by the Board. Councilor Ring seconded the motion.

Mr. Bulthuis agreed with Mr. Dwyer that the District was now at a place to do its own procurements but could still use the other ways. It was a lot of work and allowing others in the state to use it was very good. He recalled the Board had talked about using the vehicle sales to shore up the budget too so that would be double dipping.

Mr. López said staff discussed with DOT our State of Good Repair grant. Last year's grant was terminated September 30 and some of the other awards were not spent and asked an extension until December 31. So there were possibly other unspent funds that the District could use.

Also he didn't' think this would require a budget increase because there was a surplus of $384,000 in expenses and the deficit in revenue was just $218,000 so they had the money to cover the additional bus expense. They did free up capital outlay for the fourth quarter to insure the contingency but the budget was there.

Commissioner Anaya cautioned that within categories of the budget they could adjust money but when moving it from one category to another the Board had to approve it. The District needed to adhere to the policies in place and rethink any policy that allowed any move from one category to another. Otherwise

there was no purpose of having a budget with categories. Chair Barrone agreed.

Mr. Mortillaro explained that although they could review the financial policies adopted, but all capital purchases had to come to the Board and if a budget adjustment was needed, he would bring it to the Board. The policies were always per state regulations.

Commissioner Anaya added that it could be a consent item at the Board.

Mr. Shelton commented that sales of vehicles should go back to the vehicle replacement fund. Ms. Aragon agreed.

Mr. Bulthuis asked for a friendly amendment to direct staff to actively pursue with the State the possibility of getting additional funds. Commissioner Anaya and Councilor Ring agreed it was friendly and the motion passed by unanimous roll call vote with City of Edgewood, Los Alamos County, Pueblo of Pojoaque, Santa Clara Pueblo, City of Santa Fé, Santa Fé County, Taos County and Tesuque Pueblo voting in favor and none voting against.

F. Recap of Jim West Regional Transit Center Construction Project

Mr. Mortillaro reported on the final outcome of the construction project. It started in 2009 with land acquisition and former building that was here. The funding was summarized on page 44. The construction was awarded to Stoven Construction with a very small margin for change orders of 3%. It had to be rebid several times. During construction the soils issue was an area of great concern. Two budget adjustments were made which increased the budget to a little over $2.1 million. It took time to negotiate some of the change orders and the soils issue delayed the project by 5 months. We found a point where we could agree. Final cost was $2,014,487 including all change orders so they underspent the Board's budget by $140,000. They had an FF&E project budget of $222,766 for outfitting the building and spent $163,000 which was under budget by almost $60,000.

$2.3 million was the grand total of budget and $200,000 was left so they underspent by 8.4%. He listed the 13 change orders most of which had to do with soils conditions. The change orders totaled $753,000 which was about 32% of the approved budget.

Mr. Mortillaro reported that the contractor had been very responsive to the warranty work.

Mr. Shelton asked if the grant reimbursements were received. Mr. Mortillaro agreed.

Commissioner Anaya said, "God bless the spirit of Jim West for this facility. He was a good man."

Mr. Bulthuis asked Mr. Mortillaro to report to the Board any things that were needed as they settled into this building so the Board could make plans to get what was still needed.

Mr. Mortillaro said he would probably have wanted another screen but there was little lacking in the building. If the Board decided to proceed with the maintenance facility it would mean more space in this

building if the RTD ever needs it for operations.

The Board took a brief recess at 11:28.

Councilor Ring moved to reconvene at 11:42. Mr. Vigil seconded the motion and it passed by unanimous voice vote.

DISCUSSION ITEMS

G. Financial Report for January 2012

Ms. Aragon shared the financial summary (page 45). They were seven months into the fiscal year. January was not complete yet. Page 47 reflected a chart of revenues received through January 25 and she read the results from the Financial Highlights). She referred to the county GRT reports and then shared the expenditures by category.

She noted that Councilor Bushee had requested a comparison with prior year and that was reflected on page 52.

They just completed the finance and compliance audit and it was submitted to the State Auditor by December 3 on time and received a release from the State Auditor on January 17. The RTD has an unqualified audit.

H. Finance Subcommittee Report

Mr. Vigil said the Finance Subcommittee did consider several items.

Mr. Mortillaro added that both of their discussion items were in the packet. They probably wouldn't have another Finance meeting until April. The new structure for the Finance Committee was working very well and they were getting about 100% attendance.

Chair Barrone thanked Mr. Vigil for his hard work.

Mr. Vigil thanked staff for all their hard work.

I. Tribal Subcommittee Report

Ms. Valério reported that the Tribal Subcommittee had not met and the next meeting should be in March. Mr. Mortillaro agreed.

Mr. Dwyer recalled that Councilor Bushee wanted to participate in this part of the meeting.

Mr. Mortillaro called her and she joined the meeting at this time.

J. Executive Report for February 2013 and Comments from the Executive Director

Mr. Mortillaro said the first item 1 referred to pages 59-60 in the Board packet and he wouldn't repeat that. He went to page 68 and asked Mr. Kelly to comment.

Mr. Kelly said starting on page 68 were statistics on performance. Ridership tracking showed a slight decline compared to last year but they had some cold weather that affected ridership. They also operated fewer days in November and December.

Next were monthly expenses. Operational cost per Vehicle mile was shown compared to Region 6 and Sandoval/Valencia as benchmarks. There was no change on the spare vehicle ratio. They corrected prior months on average fleet age. Their largest bus was the HD small bus. They had some 350,000 mile buses and were adding 4,500 miles per month. On-time inspections; the federal requirement was 87% on-time inspections and exceeded that at 97%. They only missed one last month. They had to do that manually but once the AVL software was incorporated it would provide ticklers to staff.

Mr. Kelly clarified the definition of major accident and they required drug testing by federal law when a vehicle had to be towed or if death resulted. The complaints for December were five. They had eight customer incidents in December. Those usually happen on the bus. He described the definitions for the category.

Ms. Valério asked what the "non-rider incident" category was about.

Mr. Kelly explained it could be a person in a car in traffic or something going on at a bus stop.

Mr. Mortillaro went to the legislative update. They were authorized to go forward to request legislative change on receiving GRT directly from the Department of Revenue. That was the only change. They discussed it at the Finance meeting last Friday and he and Chair Barrone went to the Santa Fé County Commission on January 29 and Santa Fé City Council on January 30 on HB 30 because there were concerns from both bodies about the bill.

Chair Barrone said about 50% of the GRT income was from Santa Fé County so some modification to that might be appropriate.

Commissioner Anaya said he would have to go to a ground breaking soon and asked to make comments on things yet to come.

Commissioner Anaya said the Commission didn't have a comfort level to support HB 30 in its current form and wondered if Santa Fé County could be removed from that bill. He appreciated having the Chair and Executive Director come to the County Commission meeting. A lot of things have progressed and he had stated that at the Commission meeting. Santa Fé County wanted to continue to build on that relationship and would not want HB 30 to detract from that.

Councilor Bushee's phone connection was lost.

Commissioner Anaya commented that it was good to see another municipality at the table with Edgewood. He also noted that there was only one sector in Santa Fé County not served. It was the road between Golden and Santa Fé. That one road would be a recurring theme at the Commission and here. The redistricting was a struggle but it was good for him the way it turned out.

Mr. Mortillaro said he had been contacted by Representative Egolf's office about a town meeting in Golden/Madrid. At the conclusion it was apparent people wanted transit out there and he discussed with them how to do it. He explained they needed capital funds for a bus and operations money.

Commissioner Anaya said that was part of the Santa Fé County Transportation Plan. They were working with Representative Egolf on that to fund the route within the existing structure and other needed routes and needed to continue to collaborate on it. He thought it was our collective work that would work with the legislature.

Mr. Mortillaro reported that- Representative Lucky Varela had asked about transit from Pecos which unfortunately was out of the North Central District in San Miguel County so it would require an exception or for San Miguel to join as a county.

Commissioner Anaya said the DOT funded a stop for the Park and Ride at San Jose and built a pad and lighting for that stop. Maybe the District could be advocates with it through Park and Ride from Las Vegas. That wouldn't take funds out of RTD.

Commissioner Anaya was excused from the meeting at 12:22 p.m.

Mr. Mortillaro said $90,000 for paving the back lot and $300,000 for more bus acquisitions was being requested from the legislature.

Mr. Mortillaro asked for the Board's opinion on HB 30.

Chair Barrone recalled that was a directive of the Board to the staff. It appeared Santa Fé kind of opposed it.

Mr. Vigil asked if he could share the reason for that.

Chair Barrone said because they take in 50% of the budget, their concern was that the transparency would not be there.

Mr. Dwyer recalled historically when the RTD was formed Santa Fé County had wanted to withdraw from the District. But that revenue cannot be retained by a county. He suspected this was a lingering concern and Mark Basham was a Santa Fé County Probate Judge. Maybe he could shed some light on it. This was really pointless because it made no difference which way it was for them.

Mr. Mortillaro said it was just a process proposal and had no financial harm to any entity. It was transparent because the Department of Revenue prints the reports and it was also online. So it was fully transparent. It was transparent here.

He said he went to the Santa Fé City Council meeting and the public comment period was limited to only two minutes and without dialogue. Councilor Bushee commented her concern that there might be an impact to the allocation given to Santa Fé City every year and she would like an agreement. Those decisions were made every year, using a formula agreed to and now needed to be put into the financial policies. That would give Santa Fé and Los Alamos a better feeling that from year to year it won't change.

He was baffled when he found out there was opposition to it. Representative Trujillo and Senator Cisneros were the sponsors of HB 30. Representative Trujillo was from Santa Fé so it put him in a delicate position.

Councilor Ring said from Edgewood's perspective they were missing not only the opportunity to save some money but also to expedite things. So he didn't understand it either except if it was just a control issue. He was all for it and hoped they could work it out for everyone.

Mr. Mortillaro said he was willing to meet with both entities to see how they could make amendments but not to exempt a county from it. That could be written into the bill about reporting but the money did belong to the District.

Mr. Dwyer asked if it would apply to other parts of the state.

Mr. Mortillaro agreed that it applied to every RTD. Rio Metro supported it and had not received any opposition to it. The only opposition was from Santa Fé County and City of Santa Fé.

Mr. Mortillaro thought a motion would be best.

Mr. Vigil asked how much time they had. He asked if Mr. Mortillaro could bring back his efforts to the next Board meeting.

Mr. Dwyer said there was already an approved action but the legislation was in the hands of the legislators so it would just be giving direction to the sponsors.

Mr. Mortillaro said we needed to give assurance to them that it would be no harm.

Ms. Maez asked if there would be another meeting before the legislative session was over.

Chair Barrone said March 1st was next meeting but that would be too late.

Ms. Maez asked if they should have a special meeting so Mr. Mortillaro was not left out there by himself.

Mr. Mortillaro agreed they didn't have the time but if the Board could authorize him, he would do it.

Mr. Dwyer suggested if the Board had a special meeting with Santa Fé they should invite Los Alamos too. They become alarmed about whether they could count on the RTD as a revenue stream.

Mr. Mortillaro clarified that HB 30 didn't change any of the formula. The RTD was a subdivision of the state according to the statute and serving 235,000 people.

Chair Barrone agreed and most of the Board were elected officials and had to be transparent in everything done.

Mr. Vigil asked if it would be appropriate to ask the county and city to put their concerns in writing for the Board.

Mr. Dwyer commented that there had been no acrimony events here and all votes have been unanimous. He would hate for the Board to return to those times when it wasn't that way.

Mr. Bulthuis said the county's position through those minutes were pretty clear and would shed light on the issue. He could also ask Councilor Bushee to have it discussed at a Council meeting.

Councilor Ring related they had a referendum on waste water and on regional dispatch center. There had been controversy on the regional dispatch center. The water and waste water referendum had add-ons including funding a Santa Fé Farmer's Market. Maybe it was better to let it go for now. It did have an impact. It would be a shame to have controversy and antagonism.

Ms. Maez asked if anyone had presented the cost savings that would happen with this.

Mr. Mortillaro said they hadn't but the savings would be minimal.

Ms. Maez understood there were time savings too. Ms. Aragon agreed.

Mr. Mortillaro was torn about it. He wanted the RTD to be treated fairly but wanted to keep peace in the family. He briefly related past events.

Mr. Dwyer said one thing Josette Lucero did to her credit was to get the tax passed and the regional settlement about how the money was going to be distributed to the parties without losing any members. He said the Board should try to reach out and invite all the Council members and all the Commission members to come to the Region's Board meeting. It might change the dynamics when they saw all the elected officials who were at the table.

Councilor Bushee rejoined the meeting by phone.

Mr. Bulthuis said if it was the role of the Board to set it aside for the moment it didn't mean abandoning it completely.

Councilor Bushee recapped the concerns with the RPA when the tax was on the ballot to make sure

the allocations would continue as promised. The city just needed some assurance that the percentage was set for them. She didn't want to single out Santa Fé County to say they wanted to be separate and different but to honor what they took to the voters.

Mr. Bulthuis concurred and Mr. Dwyer summed up the discussion before she came back on line. But there was opportunity to work with the Board in policy to assure that the revenue stream could be counted on. What he didn't know was that the Council had no formal discussion.

Councilor Bushee felt the new councilors would follow her lead. It was not a matter of mistrust but just that no one could rely on these funds or at least the ratio and wished there were some accommodations. Maybe they should meet and come up with a policy that worked so there were no mixed messages to our delegation. That needed to be in writing to substantiate what was put to the voters in the past.

Councilor Bushee promised to be there more and asked that they start on time and end on time. She excused herself to go back to her other meeting.

Mr. Mortillaro said the resolution was there as approved by the Board. He was the consultant at the time and they spent five months looking at various formulae and decided to adopt the Los Alamos formula. Santa Fé Trails and Atomic Transit were the only two that get funds from the RTD for operating their systems except for the Rail Runner. Not everyone was aware of what took place. The formula was in place and he could bring it next month to plug into the financial policy

Ms. Aragon added that the District paid the money right away.

Mr. Dwyer said the administrative fee assessed by the State would not change.

Ms. Aragon said they were not withholding any of that amount.

Councilor Ring asked if the Board could come to a consensus to go ahead and have conversations but not drop the bill at this point in time. He thought they shouldn't trash everything done so far but draw back if needed.

Ms. Maez agreed that the bill might need a modification that nothing would change prior agreements with the City and County so they could feel satisfied that it wouldn't change.

Mr. Dwyer said what Councilor Bushee wanted Mr. Bulthuis to say was that he was concerned about his budget and the revenue stream from RTD for them. It was a continuing issue that went on for 4-5 years.

Mr. Mortillaro said Nambé Pueblo Council was asking for membership so he would put it on the agenda next month. He was excited about it and they had been in discussion about it for a year.

K. Closed Executive Session

Mr. Vigil moved to go into closed executive session pursuant to NMSA 1978 Section 10-15-1.H

(5) for discussion of strategy preliminary to collective bargaining negotiations. Ms. Valério seconded the motion and it passed by unanimous roll call vote with City of Edgewood, Los Alamos County, Pueblo of Pojoaque, Santa Clara Pueblo, City of Santa Fé, Taos County and Tesuque Pueblo voting in favor and none voting against. Santa Fé County was not present for the vote.

The Board went into closed executive session at 1:05 p.m. The executive session ended at 1:49 p.m.

L. Reconvene in Open Session

Mr. Vigil moved to return to open session. Mr. Bulthuis seconded the motion and it passed by unanimous roll call vote with City of Edgewood, Los Alamos County, Pueblo of Pojoaque, Santa Clara Pueblo, City of Santa Fé, Taos County and Tesuque Pueblo voting in favor and none voting against. Santa Fé County was not present for the vote.

Mr. Dwyer announced after reconvening in open session that during the closed executive session no actions were taken, the only discussion was on the subjects published in the agenda and requesting the Board to take action directing the Executive to take action consistent with the instructions given during the closed session.

Mr. Vigil moved to direct the Executive Director to take action consistent with the instructions given during the closed session. Councilor Ring seconded the motion and it passed by unanimous roll call vote with City of Edgewood, Los Alamos County, Pueblo of Pojoaque, Santa Clara Pueblo, City of Santa Fé, Taos County and Tesuque Pueblo voting in favor and none voting against. Santa Fé County was not present for the vote.

MATTERS FROM THE CHAIR

Chair Barrone asked permission to attend the National Transportation Conference March 10-13 and for the Board to approve covering his airfare and lodging.

Mr. Vigil moved to approve the Chairman's request to attend the National Transportation Conference, March 10-13, 2013 and to cover his airfare and lodging expenses. Councilor Ring seconded the motion and it passed by unanimous roll call vote with City of Edgewood, Los Alamos County, Pueblo of Pojoaque, Santa Clara Pueblo, City of Santa Fé, Taos County and Tesuque Pueblo voting in favor and none voting against. Santa Fé County was not present for the vote.

MATTERS FROM THE BOARD

There were no matters from the Board.

MISCELLANEOUS

There were no miscellaneous items to consider.

ADJOURN

Mr. Vigil moved to adjourn the meeting. Councilor Ring seconded the motion and it passed by unanimous voice vote.

The meeting was adjourned at 1:52 p.m.

Approved by:

_____
Daniel R. Barrone, Chair

Attest:

_____
Geoffrey Rodgers, Secretary

Submitted by:

_____
Carl Boaz, Stenographer

Agenda Report
NCRTD Board of Directors Meeting
Meeting Date: March 1, 2013

Agenda Item - A

Title: Public Hearing and Consideration of Resolution No. 2013-03 Adding the Nambe Pueblo as a Member of the NCRTD Board

Prepared By: Anthony J. Mortillaro, Executive Director

Summary: At the December 2, 2011 meeting the Board of Directors requested that the Executive Director and Chair send informational letters regarding membership in the NCRTD to all eligible non-member entities. Since those letters have been sent, the Town of Edgewood joined the District as a member. The Nambe Pueblo has now expressed interest and has adopted the required resolution.

Currently the District provides no routes directly serving the Nambe Pueblo. However, the Pojoaque route was adjusted in 2012 to provide a stop at the entrance to NP 101.

Background: The Board Bylaws, Intergovernmental Contract and State Statue are vague as to the process or solicitation of information for membership into the District. The basic requirements for adding members are:

1.) Public hearing by the proposed member.

2.) Public hearing by the Board.

3.) An affirmative vote by two thirds (2/3) of the voting units of the Board of Directors (IGC) and two thirds of the directors (NMSA 1978, Section 73-25-6 (C).

4.) Execution of a new amended IGC based on the vote.

Recommended Action: It is recommended that the Board adopt Resolution No. 2013-03 adding the Nambe Pueblo as a member and modifying the voting strengths analysis. In addition execution of a new amended Intergovernmental Contract will be required along with a modification of the weighted vote analysis.

Options/Alternatives:

1. Adopt the resolution as presented; or
2. Take no action on the resolution.

Fiscal Impact: Fiscal impacts none.

Attachments:
Resolution No. 2013-03
Voting Strengths Analysis
Nambe Pueblo Letter and Adopted Resolution

North Central Regional Transit District (NCRTD)

Resolution 2013-03

ALLOWING THE NAMBE PUEBLO TO JOIN AS A MEMBER OF THE NORTH CENTRAL REGIONAL TRANSIT DISTRICT (NCRTD)

WHEREAS, the NCRTD was created through legislative enactment (chapter 65, signed March 21, 2003); and,

WHEREAS, the NCRTD is a sub-division of the State of New Mexico; and,

WHEREAS, the NCRTD was approved and certified by the New Mexico Department of Transportation Commission September 14, 2004; and,

WHEREAS, the Nambe Pueblo (NP) adopted NP Resolution No. 2013-03 showing the Pueblo's Governing Council's intent to join the District dated January 30, 2013; and,

WHEREAS, in order to create a truly effective and efficient regional transit system that cooperatively and equitably serves north central New Mexico, the NCRTD believes that the Nambe Pueblo should be a member of the District.

NOW THEREFORE BE IT RESOLVED by the NCRTD that the Board of Directors accepts and approved the Nambe Pueblo's request to join the District.

PASSED, APPROVED, AND ADOPTED BY THE GOVERNING BODY OF THE NORTH CENTRAL REGIONAL TRANSIT DISTRICT ON THIS 1st DAY OF MARCH 2013.

_____

Daniel Barrone, Chairman

Approved as to form:

_____

Peter Dwyer, Counsel

VOTING STRENGTH ANALYSIS – 2010 Census Update - ~~November 2, 2012~~March 1, 2013 with addition of Nambe Pueblo)

FINAL ANALYSIS – 5/10/20/40/80 THRESHHOLDS						
Member	**Population[1]**	**Population % of Total**	**Member Unit**	**Population Units[2]**	**Total Voting Units**	**Voting Units % of Total**
Española City	10,244	4.35	1	2	3	10.0
Los Alamos County	17,950	7.63	1	2	3	10.0
Taos County	32,937	14.00	1	3	4	~~13.33~~13
Pojoaque Pueblo	367	0.16	1	0	1	~~3.33~~3
Río Arriba County	24,079	10.23	1	3	4	~~13.33~~13
San Ildefonso Pueblo	672	.29	1	0	1	~~3.33~~3
Ohkay Owingeh Pueblo	2,791	1.19	1	0	1	~~3.33~~3
Santa Clara Pueblo	3,132	1.33	1	0	1	~~3.33~~3
Santa Fe City	67,947	28.88	1	4	5	~~16.67~~16
Santa Fe County	~~71,014~~70,649	30.02	1	4	5	~~16.67~~16
Tesuque Pueblo	435	.18	1	0	1	~~3.33~~3
Edgewood	3,735	1.59	1	0	1	~~3.33~~3
Nambe Pueblo	365	0.16	1	0	1	3
TOTAL	**235,303**	**100**	**~~12~~13**	**~~18~~18**	**~~30~~31**	**~~100~~99.98**

TOTAL MEMBERS…~~12~~13
TOTAL VOTING UNITS…~~30~~31
QUORUM REQUIREMENTS….7 Members AND 16 Voting Units

SIMPLE MAJORITY VOTE…...16 Voting Units
TWO-THIRDS VOTE……. 21~~20~~ Voting Units

[1] Population estimates were extracted from 2010 United States Census data.
[2] Voting Units are awarded in the following manner: All Members receive one (1) vote by virtue of being a Member. Members receive one (1) additional vote for population between 5000 and 9,999; an additional vote for population between 10,000 and 19,999; an additional vote for population between 20,000 and 39,999; an additional vote for population between 40,000 and 79,999; an additional vote for population equal to or greater than 80,000.

NAMBÉ O - WEEN - GÉ

est. 1300 A.D.

NP2013-33

RECEIVED
FEB 07 A.M.
By

February 4, 2013

Anthony Mortillaro
Executive Director
North Central Regional Transit District
1327 N. Riverside Drive
Espanola, NM 87532

Re: Nambe Pueblo joining NCRTD as a voting member

Dear Mr. Mortillaro:

On January 30, 2013, the Nambe Pueblo Tribal Council adopted by resolution to approve the Nambe Pueblo to request to become a voting member of your Board of Directors. Attached is Resolution NP2013-03.

The Pueblo of Nambe wishes to appoint Mr. Gary L. Talachy, Lieutenant Governor as Nambe Pueblo Representative and Mr. Lonnie Montoya, Roads/Transportation Technician, as the alternate to represent the Pueblo on the "Board of Directors."

Please contact our Lieutenant Governor, Gary L. Talachy at (505) 455-4438, when a hearing will be held to approve this action.

Thank you for your assistance in this matter.

Respectfully,

Phillip A Perez

Governor, Phillip A. Perez

p: 505.455.4429 f: 505.455.4457 15A NP 102 West, Nambé Pueblo, NewMexico 87506

OFFICE of the GOVERNOR
Nambe Pueblo, New Mexico

NAMBÉ O-WEEN-GE
Est. 1300 A.D.
OFFICE OF THE GOVERNOR
ROUTE 1 BOX 117 – BB* NAMBÉ PUEBLO* NEW MEXICO 87506*PHONE 505-455-2036* FAX: 505-455-2038

RESOLUTION NP2013-03

A RESOLUTION TO JOIN THE NORTH CENTRAL REGIONAL TRANSIT DISTRICT AS A VOTING MEMBER OF THE DISTRICT AND PARTICIPATE IN THE AFFAIRS OF THE DISTRICT

WHEREAS, the Pueblo of Nambe, is an Indian Tribe organized under the Indian Reorganization Act of June 18, 1934 (23 U. S. C. 461-479). The Pueblo of Nambe ("Pueblo") is a self-governing sovereign Indian Tribe duly recognized by the federal government; and

WHEREAS, the Pueblo, in the exercise of its Tribal sovereignty, remains organized in accordance with Pueblo traditions; and

WHEREAS, the Pueblo the of Nambe Tribal Council is the governing body if the Pueblo of Nambe; and

WHEREAS, the Pueblo of Nambe wishes to join the North Central Regional Transit District as a voting member and participate in the affairs of the District by appointing a representative and a designee to the Board of Directors; and

WHEREAS, the purpose of the North Central Regional Transit District (the "District") is to serve the residents within District boundaries by providing for the creation of the Regional Transit District; provide a choice of transportation alternatives for goods, services, jobs, and activities of the community; and finance, plan, construct, operate, maintain and promote a regional public transit system.

WHEREAS, the Legislature of the State of New Mexico has passed legislation and the Governor has signed into law, the "Regional Transit District Act;" and

WHEREAS, public transportation is a critical component of multimodal transportation systems and is needed at the "Pueblo" to provide public transportation for Tribal members; and

WHEREAS, statewide, multimodal transportation systems improve access to education and jobs and provide a foundation for New Mexico's economic prosperity; and

WHEREAS, multi-jurisdictional transportation systems would protect our environment and enhance energy efficiency, decrease congestion, decrease automobile accidents, reduce noise and air pollution and improve public health; and

WHEREAS, coordinated regional public transportation would help sustain New Mexico's cultural diversity; and

WHEREAS, regional transit districts function to coordinate public transit services and connects all forms of existing and proposed transportation services provided by different levels of government and various jurisdictions; and

WHEREAS, improved public transportation services in New Mexico would extend the life of existing roads, highways, and regional transit services, and protect current and future investment in the region's transportation infrastructure.

NOW, THEREFORE, BE IT RESOLVED THAT, the Nambe Pueblo Tribal Council approves the request to join the North Central Regional Transit District as a voting member of the District, and participate in the affairs of the District and authorizes the Governor to appoint a representative and a designee to the Board of Directors of the North Central Regional Transit District.

CERTIFICATION

I, the undersigned, as Governor of the Pueblo of Nambé, hereby certify that the Nambé Pueblo Tribal Council at a duly called meeting which was convened and held on the 30 day of January, 2013, at the Pueblo of Nambé in the State of New Mexico, approved the foregoing resolution at which time a quorum was present with voting as follows: 7 in favor, ____ opposed, ____ abstained, and 2 absent.

EXECUTIVE BRANCH

ATTEST:

Marquel Musgrave, Secretary

Phillip A. Perez, Governor

Gary Talachy, Lieutenant Governor

TRIBAL COUNCIL
LEGISLATIVE BRANCH

Joe L. Garcia, Councilman

Arnold J. Garcia, Councilman

Lela Kaskalla, Councilwoman

Ernest Mirabal, Councilman

David A. Perez, Councilman

Harold S. Porter, Councilman

Carlos O. Vigil, Councilman

Dennis F. Vigil, Councilman

Tony B. Vigil, Councilman

Agenda Report
NCRTD Board of Directors Meeting
Meeting Date: March 1, 2013

Agenda Item - B

Title: Discussion and Consideration of Resolution No. 2013-04, a Resolution Amending the Adopted Financial Policies

Prepared By: Anthony J. Mortillaro, Executive Director

Summary: The proposed resolution provides for the amendment of the existing financial policies by inserting the formula utilized for allocation of NCRTD Transit GRT and language addressing reduction of allocations in the event that adopted projections fail to materialize, and other minor cleanup to some sections of the policies.

Background: On July 15, 2011 the Board adopted financial policies that amended those that had been adopted in October 2009. On November 4, 2011 the Board amended those policies to incorporate policy language regarding Tribal Transit Grants along with the inclusion of NMDOT recommended language for Section 2 (A). When the financial policies were last amended a place holder was incorporated into the document for the future inclusion of a formula for allocation of NCRTD Transit GRT. That allocation methodology was extensively discussed during a number of Finance Subcommittee Meeting and Board meetings in 2011. The Board at their meeting on May 6, 2011 accepted the allocation methodology for use in the fiscal year 2012 budget and subsequently approved the use of the methodology when presented in the fiscal year 2013 budget. The Board also approved the utilization of a Long Range Financial Strategy Committee composed of financial officers from the member communities (only Santa Fe City and Los Alamos County Financial Manager's participated) and staff from our member communities. At the conclusion of a four month long review and discussion process this Committee recommended

to the Board along with the Long Range Financial Strategic Plan "Plan" that the "Los Alamos Allocation Methodology" which was incorporated in to the Plan be utilized and adopted

Attached for the Board's review is the revised District's Financial Policies. The document is being presented in legislative form so that the Board can easily discern the modified sections.

Recommended Action: Adopt Resolution No. 2013-04 amending the Adopted Financial Policies.

Options/Alternatives:
1. Take no action; or
2. Adopt the recommendation, (recommended); or
3. Not adopt the resolution and provide direction to staff and the Financial Subcommittee to review the Boards discussion and return with an amended GRT allocation methodology.

Fiscal Impact: None.

Attachments:

Resolution No. 2013-04
May 6, 2011 Minutes
Funding Allocation and Long Term Financial Plan Material for May 6, 2011 Board Meeting

North Central Regional Transit District (NCRTD)
Resolution 2013 - 04

A Resolution Amending the Adopted Financial Policies

WHEREAS, the Board of Directors is the statutory governing body in and for the NCRTD and finds it in the best interest of the constituents of the NCRTD to establish polices to ensure the financial stability of the District; and

WHEREAS, the current NCRTD Financial Policies were adopted on October 9, 2009 and amended on July 15, 2011 and November 4, 2011; and

WHEREAS, the Board at their May 6, 2011 meeting reviewed the recommended NCRTD Transit Tax allocation formula also known as the "Los Alamos Formula" for funding of services meeting the Boards adopted definition of regional services and approved said allocation methodology; and

WHEREAS, the Board at their May 6, 2011 meeting instructed the staff to use a static allocation methodology to address the Long Term Financial Plan; and

WHEREAS, the Board used the Los Alamos Formula in developing the Fiscal Year 2012 Budget and established the amounts that would be reimbursable utilizing the Board's adopted cost allocation model; and

WHEREAS, pursuant to the Board's direction a Task Force consisting of the Financial Officers from the City of Santa Fe, and Los Alamos County and other members met for four months in 2011 to review and recommended to the Board a Long Term Financial Plan and static NCRTD Transit GRT allocation methodology for regional services; and

WHEREAS, at the Board's January 6, 2012 meeting the Board accepted the Long Range Financial Plan recommendations of the Task Force and concurred with the recommendation to continue to utilize the "Los Alamos Formula" as the preferred NCRTD Transit GRT allocation methodology for regional services; and

WHEREAS, the Board adopted the Fiscal Year 2013 Budget utilizing this adopted allocation methodology for establishing the funding of those member entities that provide regional services and whose service plans are submitted for approval by the Board; and

WHEREAS, the Board, after thorough consideration and several years of utilization of this formula, find's that it is prudent to amend the adopted Financial Policies by incorporating the following methodology into Section Two (2) Operating Program of the aforementioned policy along with accompanying policy language and other modifications in the amended Financial Policies attached hereto.

Entity	Percentage of Total Fiscal Year Adopted Projection of NCRTD Transit GRT Revenue
City of Santa Fe	14%
Los Alamos County	20%
Rail Runner	26%
NCRTD (Santa Fe County, Rio Arriba County, and Taos County)	40%

NOW THEREFORE BE IT RESOLVED BY THE NCRTD BOARD THAT THE ATTACHED FINANCIAL POLICIES SHALL BE AND ARE HEREBY ADOPTED, AMENDING THE CURRENT NCRTD FINANCIAL POLICIES, AND ARE APPROVED AND ADOPTED THIS 1st day of MARCH 2013.

_____
Daniel Barrone, Chair

Approved as to form:

_____
Peter Dwyer, Counsel

NORTH CENTRAL REGIONAL TRANSIT DISTRICT	
SUBJECT: Financial Policies	**NUMBER: Fin - 01**
EFFECTIVE DATE: March 1, 2013	**Adopted and amended by Board Resolution No.2011-10 on November 4, 2011 and 2013-04 on March 1, 2013.**
AMENDS/SUPERSEDES: **Policies adopted by Board on July 14, 2011 and November 4, 2011**	**APPROVED:** **ANTHONY J. MORTILLARO, EXECUTIVE DIRECTOR**

Purpose

The Financial Policies described herein are designed to provide a comprehensive framework for the management of financial resources for the North Central Regional Transit District (NCRTD). They provide guidelines for decision making by the NCRTD Board and management on how financial resources shall be utilized to fulfill the mission of the transit system, meet obligations and protect the public interest.

Objectives:

- Cost effective allocation and use of NCRTD financial resources in achieving the Districts mission.
- Compliance with applicable Federal and State laws, regulations and guidelines governing transit funding.
- Use of sound business and accounting practices in managing NCRTD financial affairs.
- Consistent financial practices, operational efficiencies and best practices.

1. Budgetary Policies

The adopted budget represents the ongoing commitment of the management and staff to operate and maintain the NCRTD in a fiscally sound manner according to the guidelines,

policies and direction set forth herein. The Budget spans a fiscal year (beginning July 1 and ending June 30) and contains operating and non-operating revenues and expenses, grants, capital expenditures and reserves for the District. The budget is an appropriation document that gives the District the authority to spend funds for operating expenses, other expenditures such as contracts and capital and reserves.

Each year, the District staff will develop a budget plan that will lead to the Board's review and adoption of the subsequent year's budget. The timing of this process will be consistent with the established strategy and priorities at the District and with statutory requirements.

The District will also prepare a ten-year Long Term Financial plan for the purpose of identifying future financial challenges. It will be updated annually concurrent with the development of the annual budget.

A budget calendar for the fiscal year is to be established to make clear deliverables and deadlines.

Each year the District will establish a budget by:

- Providing a comprehensive review of the Districts sources and uses of funds for operating and capital expenditures.
- Tailoring the budget process into an effective management tool for setting financial priorities and meeting strategic objectives.
- Ensuring that the budget manages financial resources in a manner that:
    - Is prudent and sustainable
    - Meets financial requirements of medium and long-term capital needs
- Producing budget information that is:
    - Clear, comprehensible and transparent to employees and constituencies
    - Accurate, timely, and easy to access
- Monitoring and analyzing revenues and expenditures throughout the fiscal year for compliance and accountability.
- A quarterly cash and investment report and monthly one-year cash flow forecast report will be prepared.
- Current appropriations for all funds are limited to the sum available, unrestricted cash balances and revenues estimated to be received in the current budget year.
- All District divisions will operate within the adopted budget. From time to time, the District will consider spending requests for new or expanded programs during the course of the fiscal year and, to the extent possible, such increases to current operations will be funded by reoccurring current revenues unless the request is for a one time activity that does not require an ongoing funding allocation. On occasion, there may be a need for Board action to draw funds from the Districts un-appropriated balance in order to meet unforeseen financial requirements.

- Capital assets owned by the District shall be maintained on a regular schedule. The District will recognize the impact of wear and tear of existing capital assets in the operating budget. Maintenance costs will be indentified and incorporated into the annual operating budget as necessary. These costs include items such as renovations, maintenance and service contracts.
- District funds will be reconciled at the close of the fiscal year to determine the available cash balance at year end.
- Reports to the Board shall include Fiscal Impact discussions as to how they may affect the budget plus the estimated cost and benefit of the program or service in the current and future years.

Budgetary Control:

Budget control is maintained at the departmental/divisional level. The Executive Director has the authority to approve appropriation transfers between programs, divisions or departments. In no case may total expenditures adopted for the fiscal year exceed that which is appropriated by the District Board without budget amendment.

2. Operating Program:

The District utilizes a general operating fund, which will be used to account for all financial transactions required for the current operation of the public transportation system. The two primary components of this fund are:

A. Operating Income (Income Sources)

- Operating income includes revenues derived from the Regional Transit Gross Receipts Transit tax (RT GRT), operating and capital assistance (federal and state funds), passenger fares, contractual reimbursements or contributions, interest income, and other miscellaneous sources of revenue.
    - For all federal transit grants awarded from New Mexico Department of Transportation (NMDOT), adherence to financial rules, regulations, and reporting will be complied with by NCRTD as per the New Mexico State Management Plan for the Administration of Federal Transit Grants, the annual Federal Transit Administration (FTA) Certifications and Assurances, and any subgrantee federal funding contract/memorandum of agreement with NMDOT.

- The District will continuously seek new revenues and will, to the extent consistent with its public transit objectives, pursue a diverse revenue base in an effort to maintain a stable revenue stream. Seeking revenue diversity will help shelter the District from short-term fluctuations in any one revenue source.

- Revenues from the RT GRT are tracked in a line item dedicated to that purpose. According to the ballot initiative that created the RT GRT, the funds are to be used to expand regional public transit in the four-county area. The District interprets this to mean that RT GRT funds should be used to implement approved service plans per Board adopted resolutions. Approved service plans may include, but are not limited to, establishing entirely new regional routes; increasing the frequency of service on existing routes; purchasing more and larger vehicles so more riders may avail themselves of public transit; converting pilot projects to regular services; and coordinating with other service providers, such as Santa Fe Trails, ~~the~~ Taos Chili Line, Atomic City Transit, the Rail Runner, and Park & Ride to improve services and strive to provide a seamless transit experience to those in the District's service area.

  The following definition has been adopted by the Board and will be utilized to ascertain whether a proposed regional route is eligible to be funded by RT GRT:

  1. It connects to a service that leaves the district such as the Rail Runner or Park & Ride; or
  2. It crosses a jurisdictional line between Members;
  3. It connects two or more Members;
  4. It is solely within a single Member's local area but directly connects both in time and location with a service or route that makes possible travel outside the local area to another Member's area;
  5. It connects two distinct and separate communities within one Member's area such as Questa and Red River in Taos County or Los Alamos and White Rock in Los Alamos County;
  6. The Board of Directors will annually review all service plans within the region in order to determine regional routes by the qualification stated above. The board will have the ability to add or eliminate routes based on criteria for efficiency within the District.

The following funding allocation method will be used to determine the amount of RT GRT that will be allocated toward Board approved services on an annual basis, as provided below.

Entity	Percentage of Total Fiscal Year Projected NCRTD Transit GRT Revenue
City of Santa Fe	14%
Los Alamos County	20%
Rail Runner	26%
NCRTD (Santa Fe County, Rio Arriba County, and Taos County)	40%

In the event that RT GRT revenue(s) do not materialize as projected in the adopted fiscal year budget, it is the Board's stated desire that funding for services will be retained to the extent feasible. In order to achieve this priority the Board will consider the adjustment of the percentage allocations described in the above allocation methodology excluding the Rail Runner whose funding is prescribed through an Intergovernmental Agreement dated February 2009. The modification in the revenue percentage allocations will be proportionate to the reduction in the RT GRT revenue.

It is also the Board's priority that as a last resort, transit services provided solely and directly by the NCRTD should not be reduced. In the event that such a reduction is likely, the Executive Director may recommend to the Board for its consideration the use of operating reserves to the extent necessary and without violating the Reserve Policy requirements herein.

~~**Place Holder for when the** Board adopts a methodology for the allocation of RT GRT~~

RT GRT revenue that is deemed to be reoccurring revenue and not allocated for regional routes is placed in the operating reserve balance and as such maybe be available for allocation in the following year for expanded service of regional routes as recommended by the Executive Director and adopted by the Board on the bases of the methodology for the allocation of RT GRT as described above. Prior to commitment of any remaining RT GRT reserve operating balance in the ensuing fiscal year to expanded regional service routes, these routes must be included in the requesting entities annual service plan and adopted by the NCRTD Board as well. In no event will these funds be allocated for new or expanded service regional routes if it will result in the diminishment of the reserve operating balance requirements as described within these policies or if it will impact the Districts ability to meet its capital equipment and infrastructure requirements.

The District is responsible for seeing that RT GRT funds are spent appropriately. For those entities operating their own transit services an invoice shall be submitted quarterly to the District requesting reimbursement of funds spent in accordance with RT GRT funded service plans and adopted cost allocation methodology. Invoices shall contain sufficient line-item detail to support the appropriateness of the expenditure and concurrence with the intended use of the funds. Upon receipt and review of the invoice, the District will reimburse the entity, provided sufficient RT GRT funds have been received.

B. In reference to Tribal Transit Funds if awarded by the Federal Transit Administration (FTA) to a Tribal Entity, the Tribal Entity maintains the authority to 1) utilize all Tribal Transit Funds received for Tribal Transit / Transportation Initiatives; 2) allocate through an agreement a portion of Tribal Transit Funds to the NCRTD; 3) allocate through an agreement all Tribal Transit Funds received to the NCRTD.

1) Tribe utilizes all FTA Tribal Transit Funds for Tribal Transit / Transportation Initiatives.
    a. No Agreement with the NCRTD.

2) Tribe allocates through an agreement a portion of FTA Tribal Transit Funds to the NCRTD. The process for managing these funds includes the following steps:
    a. Tribe determines a need for additional services requiring a portion of Tribal Transit funds be allocated through an agreement to the NCRTD to provide contracted transit services.
    b. The NCRTD will assess the additional services requested by the Tribe and provide the Tribe with a Scope of Work, Budget & Budget Narrative.
    c. The Tribe will review and make any necessary changes to documents and return to NCRTD for review and re-submittal.
    d. Upon agreement of transit services to be contracted to the NCRTD, the Tribe and NCRTD will sign a Professional Services Contract detailing agreement between Tribe as the recipient of FTA Tribal Transit Funds and the NCRTD as the sub contractor to include: Scope of Work, Budget, and Budget Narrative.
    e. Contract, Scope of Work, Budget and other Program Information will be entered into the Federal Transit Authority's (FTA) TEAM web system by the Tribe or authorized NCRTD personnel if stated in agreement.
    f. Reports: Quarterly Financial, Monthly Progress, Monthly Ridership Reports are submitted to the FTA / FederalReporting.gov / TEAM web portal and will be completed by Tribe or authorized NCRTD personnel. Copies of all reports will be sent to Tribe for record keeping if the NCRTD personnel perform the reporting requirements.
    g. Any changes or modifications to the Scope of Work, Budget, and Budget Narrative must be approved and documented by the Tribe prior to NCRTD changing services or requesting reimbursement or payment for services provided under agreement.
    h. The NCRTD will advances funds to cover operating costs of contracted transit services.
    i. NCRTD will submit a detailed "Invoice" of work, services performed and provided to the Tribe per Scope of Work and Agreement for approval and processing.
    j. Tribe will approve "Invoice" of work and services performed and provided by the NCRTD and request a drawdown from the FTA.
    k. Upon receipt of funds from the FTA, the Tribe within 7 days will process payment to the NCRTD.
    l. The Tribe and the NCRTD will meet periodically to evaluate the effectiveness of the services being provided, available budget, and discuss any necessary changes.

3) Tribe allocates through an agreement all FTA Tribal Transit Funds received to the NCRTD for the provision of contract transit services. The process for managing these funds includes the following steps:
    a. Tribe determines a need to allocate through an agreement all FTA Tribal Transit funds to the NCRTD for the provision of FTA funded contractual transit services to be continued.
    b. The NCRTD and the Tribe will assess current FTA funded services being provided to the Tribe and provide the Tribe with a Scope of Work, Budget and Budget Narrative of the FTA funded current services and how these funds will be utilized to continue transit services.
    c. The Tribe will review and make any necessary changes to documents and return them to the NCRTD for review and re-submittal.
    d. Upon agreement of transit services to be contracted to the NCRTD, the Tribe and NCRTD will sign a Professional Services Contract detailing agreement between Tribe as the recipient of FTA Tribal Transit Funds and the NCRTD as the sub contractor to include: Scope of Work, Budget, and Budget Narrative.
    e. Contract, Scope of Work, Budget and other Program Information will be entered into the Federal Transit Administration's (FTA) TEAM web system by the Tribe or authorized NCRTD personnel if stated in agreement.
    f. Reports: Quarterly Financial, Monthly Progress, Monthly Ridership Reports are submitted to the FTA / FederalReporting.gov / TEAM web portal and will be completed by Tribe or authorized NCRTD personnel. Copies of all reports will be sent to Tribe for record keeping if the NCRTD personnel perform the reporting requirements.
    g. Any changes or modifications to the Scope of Work, Budget, and Budget Narrative must be approved and documented by the Tribe prior to the NCRTD changing services or requesting reimbursement or payment for services provided under agreement.
    h. The NCRTD will advances funds to cover operating costs of contracted transit services.
    i. NCRTD will submit a detailed "Invoice" of work, services performed and provided to the Tribe per Scope of Work and Agreement for approval and processing.
    j. Tribe will approve "Invoice" of work and services performed and provided by the NCRTD and request a drawdown from the FTA.
    k. Upon receipt of funds from the FTA, the Tribe within 7 days will process payment to the NCRTD.
    l. The Tribe and the NCRTD will meet periodically to evaluate the effectiveness of the services being provided, available budget, and discuss any necessary changes.

Application Process:

1) When requested by Tribe, the NCRTD will assist with the Grant Application to include a set percentage (5%) for Administrative costs. If the Grant is awarded the Tribal Transit Funds Policy will be utilized to manage these funds.

2) The NCRTD, if requested and there is a signed agreement by all the Tribe's, will submit a Joint Application on behalf of the Tribe's in agreement. Prior to submittal of Joint Application, the Tribes will review and approve the Application, Scope of Work, Budget, and Budget Narrative being submitted on their behalf. If the Grant is awarded the Tribal Transit Funds Policy will be utilized to manage these funds.

3) The Tribe's on their own behalf may apply for Tribal Transit Funds. If the Grant is awarded the Tribal Transit Funds Policy will be utilized to manage these funds.

~~B.~~C. Operating Expenses

Operating expenses are defined as the day-to-day costs incurred for public transit delivery, administrative overhead, and other common and normal expenses.

~~C.~~D. Operating Balance (difference between operating income and operating expenses)

The operating balance is utilized to fund the capital program and reserve requirements.

~~D.~~E. Administrative Overhead Costs

Direct and Indirect costs that are incurred for common or joint purposes in support of transit service or capital programs. Costs are allocated to programs based on allocation methods which comply with Federal and State guidelines.

3. Reserve Policy

This Financial Reserve Policy contains polices that govern the management of the District's financial reserves in order to:

- Maintain access to capital markets and other sources of capital funding at the most efficient cost of funds for the District;
- Manage financial risks prudently by maintaining required and additional financial reserves to meet the Districts financial needs;
- Meet New Mexico State Department of Finance and Administration (DFA) requirements for minimum reserve balance requirements and any Board requirements;
- Meet or exceed all debt coverage requirements, if any; and

- Establish prudent levels of liquidity.

The District will maintain at all times one month of operating revenue as a cash reserve to meet its DFA requirements.

The District will seek to maintain at all times an amount equaling 25% of its operating revenue as a cash reserve which is inclusive of the DFA requirement.

4. Capital Program

The NCRTD Capital Investment Plan (CIP) shall describe capital expenditures to be incurred to meet capital needs arising from long-term plans, asset maintenance or other capital needs. It sets forth each project in which the NCRTD will be involved and specifies the resources estimated to be available or required to finance the projected expenditures. The Executive Director shall submit to the NCRTD Board a proposed Capital Investment Plan prior to or in conjunction with the annual proposed budget. The Board shall approve the CIP no later than June 1 of each year. In the event that this date falls on a weekend, the preceding Friday shall prevail.

A. The Executive Director reviews all District capital projects to be recommended for inclusion in the CIP subject to the oversight and approval of the Board. In this capacity the Executive Director or a designee will:

   a. Affirm the linkage between proposed Capital Projects and the Districts strategic goals and objectives;
   b. Asses the linkage between the capital and operating budgets to ensure appropriate allocation of resources;
   c. Reaffirm the validity of a proposed CIP for annual approval by the District Board;
   d. Provide discipline and enforcement to the approved CIP;
   e. Monitor the progress of Capital Projects. Major changes in project scope or direction shall be presented to the Board for approval;
   f. Review the qualitative and quantitative (including financial analysis) evaluation of Capital Projects to determine the priority of projects;
   g. Review, assess and approve or deny the placement of proposed Capital Projects on the CIP;
   h. Review CIP policies and procedures periodically and implementing changes as necessary;
   i. Provide a mechanism for financial and resource planning for the District;
   j. Authorize total project cost and fiscal year cost allocation changes.

B. The CIP is a planning document only. Any appropriations for specific project must be approved by the Board during the annual budget process.

C. The Districts CIP either creates a new asset or significantly extends the life of an existing asset.

D. Large Capital equipment purchases may be included in the CIP.

E. The Districts Capital Program will be used to account for the planning/design, acquisition, construction and reconstruction/rehabilitation of major capital facilities and equipment. It may include Federal and State grants as well as local funds to be used for capital acquisition and construction with and without benefit of grant funding including transfers from the Annual Operating Reserve Balance, project-related reimbursements, debt financing or other sources of capital funding.

F. Capital Expenditures are defined as expenditures incurred to meet capital needs arising from the District CIP, asset capital maintenance or other capital needs.

G. Capital Expenditure

a) Items/acquisitions that have a useful life in excess of one year and an acquisition cost of greater than or equal to $5,000.

b) Direct and eligible indirect costs, which are related and add value to a capital project, shall also be defined as capital expenditures.

H. Capital Performance Policy Objectives

a. The NCRTD will seek to obtain maximum Federal and State financing by pursing all appropriate funding available for public transportation systems.

b. A portion of the annual CIP will be allocated to the proper maintenance of the Districts capital assets including regular replacement of the fleet and equipment and the rehabilitation or replacement of facilities.

I. Capital Investment Plan Funding

Funding of the CIP will endeavor to fund capital needs from a combination of sources including:

- Pay-as-you–Go (cash funded, PAYGO)
- Grants from Federal/State/Other Sources
- Debt Financing and special loans

The CIP funding strategy will emphasize the use of PAYGO as a means to meet transit funding requirements with debt used as a secondary source. The level of PAYGO funding will be dependent on a number of factors including availability

of funds from the RT GRT and other sources, the appropriate levels of retained fund balances, economic and other factors.

5. Debt Policy

The purpose of the Debt Policy is to establish guidelines for the issuance and management of the Districts debt. The District has the ability to issue debt under its statutory authority. This Debt Policy confirms the commitment of the Board, management, staff, advisors and other decision makers to adhere to sound financial management practices, including full and timely repayment of all borrowings, and achieving an appropriate level of capital within prudent risk parameters. The following objectives of the Debt Policy include the following:

- Obtain and maintain a high credit rating;
- Provide for an efficient overall cost of borrowing for the District;
- Provide specific guidelines with respect to the overall management of debt if incurred;
- Set forth a process for selecting various consultants who will assist the District in the issuance and management of the Districts debt;
- Support for the District's strategic plan objectives;

This Debt Policy shall govern the issuance and management of all debt and lease financings (excludes small item leasing such as copiers, etc…) funded from the capital markets, and shall include all obligations including investment of bond proceeds.

While adherence to this Debt Policy is required in applicable circumstances, the District recognized that changes in capital markets and unforeseen circumstances may produce situations that are not covered by the Debt Policy or require modifications or exceptions to achieve Debt Policy goals. In these cases, specific authorization from the Board is necessary to provide management appropriate flexibility. However, long term debt will be used on an as needed basis to fund the Districts capital investment needs.

The Debt Policy requires that each debt be specifically authorized by the District Board.

Debt Financing:

i. Principal maturity for debt will be linked to asset life and will not exceed thirty (30) years.
ii. Variable rate or other short term maturing debt maybe issued for capital purposes in anticipation of receipt of approved Federal and/or State grants, with the goal of repaying a portion or all of the debt issued upon receipt of funds.
iii. Issuance of debt must be linked to:

1. Adequate encumbrance capacity to let contracts for the entire capital program in the most effective sequence.
2. Cash flow requirements.
3. Fund balance to guard against anticipated/unanticipated risks

iv. RT GRT will be used for the payment of annual debt service costs.
v. Debt will not be used for annual operating costs.

Lease Financing:

Lease obligations are a routine and appropriate means of financing capital equipment. These types of obligations maybe considered for equipment and assets that are not financed as a cost item under normal operating expenditures. The useful life of the equipment, the terms and conditions of the lease, and the direct impact on debt capacity and budget flexibility will be evaluated prior to the implementation of a lease program. Efforts will be made to fund capital equipment with a pay-as-you-go financing where feasible. Cash flow sufficiency, capital program requirements, lease program structures and cast and market factors will be considered in conjunction with a pay-as-you-go strategy in lieu of financing. Short-term equipment leases that do not access the capital markets are not covered by this policy.

Debt Service Coverage Ratios:

Debt Service coverage ratios establish a guideline for levels of annual operating costs relative to current and future debt service costs. This performance objective for Net debt service coverage is that the Operating Balance shall be greater than 1.25 times the annual debt service cost; however, the actual terms and conditions specific to each bond issue are controlled by the bond documents.

The net debt service coverage ratio is calculated as follows:

i. Operating income less operating expense equals the operating balance
ii. Operating balance divided by the annual debt service costs equals net debt service coverage ratio

The performance objective for Gross debt service coverage ratio (i.e. annual regional transit gross receipts tax/annual cumulative debt service cost) shall be maintained at a minimum of 3.0 times.

The maintenance of a debt service coverage ratio together with other performance measures provides multiple measures for the financial soundness of the NCRTD.

Refunding Bonds:

A present value analysis must be prepared that identifies the economic effects of any refunding to be proposed to the Board. It is acknowledged that some refunding may be executed for other than economic purposes, such as to restructure debt, change the type of debt instruments being used, or to retire a bond issue and indenture in order to achieve more desirable covenants. Approval by the Board is required for any refunding.

Method of Bond Sale:

The District will generally utilize a competitive sale process when complex bond structuring and marketing requirements are not an issue and the perceived pricing differential between competitive and negotiated sale is negligible. There are three potential methods of sale: competitive, negotiated, and private placement. Each type of bond sale has the potential to provide the lowest cost given the right conditions. The conditions under which each type of bond sale is best used are provided below. All or some of the conditions discussed will affect the method of sale.

A. Competitive Sale

1. Bond prices are stable and/or demand is strong.
2. Issuer has a strong credit rating.
3. Issuer is well known to investors.
4. There are no complex explanations required during marketing, regarding: issuer's projects, media coverage, political structure, political support, funding, or credit quality.
5. The bond type and structural features are conventional.
6. Bond insurance is included or pre-qualified (available).
7. Manageable transaction size.
8. Market timing and interest rate sensitivity are not critical to the pricing.

B. Negotiated Sale

1. Bond prices are volatile and/or demand is weak or supply of competing bonds is high.
2. Market timing is important, such as for refunding.
3. Coordination of multiple components of the financing is required.
4. Issuer has lower or weakening credit rating.
5. Issuer is not well known to investors.
6. Sale and marketing of the bonds will require complex explanations about the issuer's projects, media coverage, political structure, political support, funding, or credit quality.

7. The bond type and/or structural features are non-standard, such as for a forward bond sale, issuance of variable rate bonds or where there is use of derivative products.
8. Bond insurance is not available or not offered.
9. Early structuring and market participation by underwriters desired.
10. Pre-qualified underwriter's pool.
11. Large transaction size.
12. Expected high retail demand.

C. Private Placement

A Private Placement is a sale that is structured specifically for one purchaser such as a bank. The District reserves the right to privately place its securities if the need arises. Furthermore, any member of the active underwriting pool who presents the District with a cost savings financing plan, will be awarded to manage the financing/restructuring transaction.

Bond Consultants:

The District will select its financial advisors and its bond counsel by competitive process through a Request for Proposals (RFP). The District's contracting policies, which are in effect at the time, will apply to all contracts with finance professionals. Selection may be based on a best value approach for professional services or the lowest responsive cost effective bid based upon pre-determined criteria.

All financial advisors, bond counsel and underwriters will be selected through a Request for Proposals (RFP) or Request for Qualifications (RFQ) process, whichever is most appropriate given the circumstances. In isolated instances, such contracts may be awarded on a sole source basis if it is clear that a RFP/RFQ process would not be feasible or in the District's interests.

Financial Advisors:

The District may retain one or more financial advisory firms to provide general advice on the District's debt management program, financial condition, budget options, arbitrage rebate review, and rating agency relations. Additionally, a financial advisor may assist with the structuring of the District's Revenue Bond issuances and may be used on an as-needed basis to provide financial advisory services that do not fall into the other categories of District debt obligations.

Financing Teams:

Financial advisors, bond counsel, and underwriters, where applicable, will be selected through a competitive process. Depending on particular expertise and consultant availability, some firms may be used on more than one program. However, efforts will be made to establish different teams to provide a number of firms the opportunity to participate in District contracts.

Bond Counsel:

The District debt will include a written opinion by legal counsel affirming that the District is authorized to issue the proposed debt, that the District has met all constitutional and statutory requirements necessary for issuance, and a determination of the proposed debt's federal and state income tax status. An appropriately experienced bond counsel firm (or firms) will prepare this approving opinion and other documents relating to the issuance of debt with extensive experience in public finance.

Disclosure Counsel:

The District will hire Disclosure Counsel(s) to prepare official statements in the event of any debt restructuring/refinancing or new bond issue. Disclosure Counsel(s) will be responsible for ensuring that the official statement complies with all applicable rules, regulations and guidelines. Disclosure Counsel(s) will be a well recognized firm(s) with extensive experience in public finance.

Disclosure by Financing Team Members:

The District expects that all of its financial advisory team will at all times provide the District with objective advice and analysis, maintain the confidentiality of the financial plans if required, and be free from any conflicts of interest. All financing team members will be required to provide full and complete disclosure, under penalty of perjury, relative to any and all agreements with other financing team members and outside parties that could compromise any firm's ability to provide independent advice that is solely in the best interests of the District or that could be perceived as a conflict of interest. The extent of disclosure may vary depending on the nature of the transaction.

Note: The aforementioned financial performance measures are established as policy objectives for the District management to strive to achieve in managing the affairs of the District and may be temporarily suspended, modified or amended upon management review and Board approval.

6. Investment Policy

It is the policy of the NCRTD to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the District and conforming to all state statutes governing the investment of public funds.

Delegation of Authority

Responsibility for the management of the District's investment portfolio is delegated to the Districts Finance Manager by the Executive Director. The District's Finance Manager will establish and maintain written procedures for the operation of the cash management and investment program consistent with this policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Finance Manager.

Prudent Person Rule

Investments on behalf of the District will be made in accordance with the "prudent person" rule; i.e. investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

Scope of Policy

Unless otherwise noted, this investment policy will apply in its entirety to all monies of the District over which it has direct control as well as those funds that the District is responsible for as custodian and/or trustee.

Investment Objectives

The District seeks to balance three primary objectives for its cash portfolio:

- Maintaining sufficient liquidity to meet financial obligations;
- Earning a market rate of return (subject to permitted investment constraints); and
- Diversifying investments among asset classes to ensure safety of principal.

The liquidity goal is achieved by matching investment maturities with the expected timing of obligations. Attainment of a market return is measured by benchmarking the portfolio against a relevant market index. Diversification (safety) is accomplished through implementation of a strategic asset allocation, derived from modern portfolio theory concepts.

Performance Standards

The Districts' objective is to obtain a market average rate of return throughout budgetary and economic cycles that corresponds with invest risk constraints and cash flow needs.

The Districts investment strategy is passive. Given this strategy, the Finance Manager shall determine whether market yields are being achieved by comparing the average District portfolio yield to the 90 day U.S. Treasury Bill or the treasury security that most closely matches the duration of the portfolio.

Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and officials who are involved in investing public funds or have the authority to decide how public funds are invested shall disclose to the District Board any material financial interests in financial institutions that conduct business within the Districts jurisdiction, and they shall further disclose the conduct of personal business with, receipt of pecuniary benefit from, or financial interest they have in any entities in which investments are being made.

1. Permitted Investments (any investment not mentioned herein is prohibited)

    i. Direct obligations of, or obligations the principal of and interest on which are unconditionally guaranteed by , the United States of America or certificates or receipts established by the United States government or its agencies or instrumentalities representing direct ownership of future interest or principal payments on direction obligations of, or obligations fully guaranteed by, the United States of America or any of its agencies or instrumentalities, the obligations of which are backed by the full faith and credit of the United States.
    ii. Accounts, certificates of deposit and time deposits with banks and savings banks located in the District's service area provided that the collateral securing the investment permitted by this paragraph, are secured by the FDIC.
    iii. Bonds or securities of the State of New Mexico or of any agency or political subdivision or school district thereof which has a taxable valuation of real property for the last year of at least one million dollars and has not defaulted in the payment of interest or sinking fund obligation or failed to pay any bonds at maturity at any time within five years preceding the date of investment.

iv. The "short-term investment fund" described in Section 6-10-10.1 N.M.S. A. 1978 or other similar pooled funds maintained by the State of New Mexico for the investment of public funds of the local public bodies of the state.
v. Shares of pooled investment funds managed by the state investment officer, as provided in Subsection (G) of Section 6-7-8 NMSA 1978.
vi. Any other investment permitted at the time of the investment by a statue of the State of New Mexico for public entities.

2. Funds available for investment for more than one year, including monies appropriated to permanent and irrevocable trust funds may be invested as provided in Section 6-10-10.G NMSA 1978. The Investment Officer shall conduct a thorough investigation prior to investing in any pool or fund and on a continuing basis once an investment is made. Information gathered will include a written statement of policy and objectives, eligible securities, interest calculation and distribution, securities settlement and safekeeping, handling gains/losses, audit opinions, and fee schedules and statements.

3. Collateralization

New Mexico state law require that all certificates of deposit, money market, checking accounts, and any other investments not backed by the full faith and credit of the United States Government, other than investments in the New Mexico State Investment Council long-term investment funds, be secured by pledged collateral of at least 50 percent of the current market value. This collateral will be pledged in the name of the District and held by a third party institution, Federal Reserve Bank, or by a trust institution within the same bank as approved by the Financial Manager. The institution will issue safekeeping receipts to the District for securities held by a third party. The District will require that at all times; pledged collateral will be equal to, or greater than, 50 percent of the current market value of the Districts' applicable investments.

4. Selection of appropriate Investments

i. Individual investments are selected to meet anticipated cash flow requirements and provide adequate liquidity. Within this cash flow perspective, the investment manager will select those securities that will best meet the District's overall portfolio strategy.

ii. Criteria for selecting investments and the order of priority are:

1. Safety. The safety and risk associated with an investment refers to the potential loss of principal, interest or a combination of these amounts. The objective is to select only those investments that seek to ensure the preservation of capital in the overall portfolio and to mitigate credit risk and market risk.

2. Liquidity. This refers to the ability to "cash in" at any moment in time with a minimal chance of losing principal or interest. Liquidity is an important investment quality, especially when the need for unexpected funds occurs. The objective is to remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated within one hundred and eighty (180) days.

3. Yield. Yield is the potential dollar earnings an investment can provide, also referred to as the rate of return. The objective is to attain a rate of return that equals or exceeds the yield for the three month treasury bill.

5. Diversification

The District will diversify its use of investment instruments to eliminate nonsystematic risk. Strategic and tactical asset allocations shall be determined and revised periodically. In establishing asset allocations strategies, the following general policies and constraints shall apply: Portfolio maturities shall be staggered to avoid undue concentration of assets in a specific maturity range. With the exception of U. S. Treasury securities and authorized pools, no more than 50% of the total investment portfolio will be invested in a single sector or with a single financial institution or in a single maturity range. Maturities selected shall provide for stability of income and reasonable liquidity.

1. Liquidity shall be assured through practices ensuring that the next disbursement date and payroll date are covered through maturing investments.
2. Interest rate risk shall be controlled through duration management such that overall portfolio duration is set to a target based on existing market interest rates and rate expectations.

Selection of Brokers/Dealers

The Financial Manager shall develop and maintain a list of banks and securities dealers approved for securities transactions initiated by the district, and it shall be the policy of the District to purchase securities only from those authorized firms. To be eligible, a firm must meet at least one of the following criteria:

1. Be recognized as a Primary Dealer by the Federal Reserve Bank of New York or have a Primary Dealer within its holding company structure,
2. Report voluntarily to the Federal Reserve Bank of New York,
3. Qualify under Securities and Exchange Commission (SEC) Rule 15c3-1 (Uniform Net Capital Rule).

The Finance Manager will select broker/dealers on the basis of their expertise in public investing and their ability to provide service to the Districts account. Each authorized broker/dealer shall be required to submit and annually update a District approved Broker/Dealer Information Request form that includes the firm's most recent financial statements.

Approved broker/dealers shall attest in writing that they have received and read this Policy.

Safekeeping and Transaction Settlement

The Financial Manager shall approve one or more financial institutions to provide securities safekeeping services for the District. All investment securities purchased by the District will be held in third-party safekeeping by the District's safekeeping agent. The District's safekeeping agent will be required to furnish the District a list of holdings on at least a monthly basis. The purchase and sale of securities and repurchase agreement transactions shall be settled on a delivery versus payment basis. Ownership of all securities shall be perfected in the name of the District. Sufficient evidence to title shall be consistent with modern investment, banking, and commercial practices.

Competitive Transactions

Securities purchases and sales will be executed after obtaining at least two competitive bids or offerings whenever feasible. If the District is offered a security for which competitive offerings cannot be obtained, quotations for comparable securities will be documented

7. Risk Management Policy

The District is to be protected to a prudent extent against liability or loss, which could significantly affect personnel, property, finances or the ability of the District to continue to fulfill its responsibilities as a regional transit entity. This is to be accomplished through the continuous identification, analysis, and control of risk exposures, the determination of the best methods of preventing or limiting losses and the section of the most economical method of insurance or other means.

Policy

I. After identification of loss potential and development of loss prevention programs, the mitigation of the financial impact of loss, as it may occur, shall be based on the most economical method of providing funds to meet the obligations of the District and to restore its facilities and/or equipment.

II. Risk management techniques shall include:

a. Assumption of loss

b. Use of available government programs

c. Purchase of insurance

d. Any other program that will provide the District with the most economical method of financing losses

III. The purchase of insurance shall be considered when:

a. The estimate of the cost of potential loss exceeds an amount considered as an allowable retention of risk and there are no other techniques available at a lesser cost

b. Services of loss adjustment and loss prevention are best secured through an insured program

c. Legal or contractual obligations require insurance

8. Periodic Review and Amendment

The Financial Policies delineated herein shall be subject to review and revision by the District at least every three (3) years. This does not preclude the District from revising specific policies included herein nor from adding policies should the District determine that the best interest of the public and/or NCRTD would be served by making such a revision.

Amendments or revision to these financial policies may be initiated or proposed by any member of the District Board or by the Executive Director of the NCRTD.
Proposed amendments or revisions to these Financial Policies shall be first presented to and reviewed by the Board's Finance and Consolidation Subcommittee. The Subcommittee shall make a recommendation on any proposed amendment or revision to the District Board.

The District Board must approve any amendment or revision by majority vote before said amendment or revision shall become official policy of the NCRTD.

9. Management Reporting Requirements

The Executive Director will provide the District Board with an annual report on the Districts actual versus budget performance at the end of the fiscal year once the books have closed.

North Central Regional Transit District
Board Meeting
Friday, May 6, 2011

1. CALL TO ORDER:

A regular monthly meeting of the North Central Regional Transit District Board was called to order on the above date by Chair Rosemary Romero at 1:00 p.m. at Buffalo Thunder Resort, Barranca Room, Pojoaque, New Mexico.

a. Pledge of Allegiance

b. Moment of Silence

c. Roll Call

Roll call indicated the presence of a quorum as follows:

Members Present:	Elected Members	Alternate Designees
Los Alamos County	Councilor Michael Wismer	Ms. Anne Laurent
Rio Arriba County	Commissioner Barney Trujillo	Mr. Tomás Campos
Taos County		[T] Mr. Jacob Caldwell
Santa Fé County	[T] Commissioner Robert Anaya	Ms. Penny Ellis-Green
Pojoaque Pueblo	Mr. Tim Vigil	
San Ildefonso Pueblo	[T]Councilman Raymond Martínez	

Ohkay Owingeh		
Santa Clara Pueblo		
Tesuque Pueblo	Governor Charles Dorame	Former Gov. Milton Herrera
City of Santa Fé	Councilor Rosemary Romero	Ms. Judith Amer
City of Española	Councilor Robert Seeds	
Members Absent:	**Elected Members**	**Alternate Designees**
Los Alamos County		
Taos County	Commissioner Dan Barrone	
Santa Fé County		
Pojoaque Pueblo		Councilman Cameron Martínez
San Ildefonso Pueblo		Ms. Sandra Maes
Ohkay Owingeh	1st Lt. Gov. Virgil Cata	Ms. Kateri Keevama
Santa Clara Pueblo	Sheriff John Shije	Ms. Mary Lou Quintana
Tesuque Pueblo		
City of Española		Councilor Helen Kane-Salazar

Staff Members Present
Mr. Jack Valencia, Transit Project Manager
Ms. Cynthia Halfar, Executive Assistant
Mr. Peter Dwyer, Counsel for NCRTD
Ms. Berlinda Ledoux, Financial Manager
Ms. Annette Velarde, Public Information Officer
Mr. Pat López, Financial Analyst
Mr. Michael Molina, Driver
Mr. Nick Molina, Driver
Mr. Tony Mortillaro, Consultant

Others Present
Mr. Andrew Jandàček, Santa Fé County
Mr. Bruce Poster, SW Planning and Marketing
Mr. Antoine Broustra, SW Planning and Marketing
Mr. Greg White, NMDOT

Mr. Vener thought it was a good conversation to have. There were certain things that needed to be more thorough. Maybe the Board wanted some agreed upon procedures. You could identify specific concerns for extra work. It would be good to have that communication.

Chair Romero said in understanding the repeats the Board wanted to make sure that management was working well and going to the next level. So Ms. Muniz put the processes into place and maybe the Board should have Ms. Muniz report on the policies that were in place to address all of them at the board meetings - what she had done to address each of them. Mr. Vener agreed.

Chair Romero said her goal was to find those resolved.

Chair Romero welcomed Governor Dorame.

Governor Dorame apologized for being late. There was our alt rep. Former Gov Milton Herrera from Tesuque. They would be tag team to make sure they were covered.

Chair Romero thanked them.

Mr. López said regarding the federal grants that they instituted a grant tracking system in the software to keep track of them.

Mr. Campos asked if NCRTD had an IRS audit conducted yet. He knew several government entities recently had the IRS come by to audit personnel records.

Chair Romero said the RTD had not.

PUBLIC COMMENT

Ms. Carol Raymond asked when the public would get the audit report.

Mr. Valencia said the report was now available electronically from the web site.

Mr. Vener said it was at the State Auditor's website too.

Chair Romero thanked Mr. Vener for coming.

Mr. Vener thanked the Board for the opportunity to address it.

D. Funding Allocation and Long Term Financial Plan

Mr. Mortillaro reported that the Finance Subcommittee met on April 15th and discussed two options: one was a percentage option proposed by Los Alamos and the other was labeled Option 5 and was a fixed amount based on service routes. They analyzed the long term effect of both options.

Mr. Mortillaro referred to page 2 of the memo for the options. The Los Alamos proposal was shown first and Option 5 was on page 3.

5-A and 5-B were differentiated by the capital allocation. On page 4 they were integrated and the long term effect was shown.

Based on the analysis on page 5 for FY 12, the current budget cycle, the Subcommittee recommended utilizing the Los Alamos percentage-based formula to calculate the fixed amount as shown on the chart on the next page.

The next recommendation was to utilize it only for FY 12 and to further discuss the matter for FY 13-FY 20. There were problems long term so they needed to discuss the realities of how to address any deficits that might occur. How they addressed them was a difficult discussion. Hopefully the economy would improve but right now based on what they saw, it would be challenging.

The third recommendation was to expand the Subcommittee to include staff of regional entities to find a final recommendation for the long term financial plan.

He thought it was a good compromise approach. Most of the funding sources were still intact and the staff could proceed using those numbers for recommending the budget.

Councilor Wismer added that they started this a few months ago with goal to simplify and through it have a good recommendation to submit.

As they rolled up their sleeves on this process it became clear that the long range plan was the next vital step. They were keeping the regional routes and keeping the commitment to Santa Fé but the long range projections were disturbing. As a clarification on that last part, he proposed a task force be formed to come up with the long range plan. Los Alamos would commit to having their financial staff work with Mr. Mortillaro or a new Executive Director to put the financial experts together and try to flesh out a long range plan that looked forward 10 years.

Mr. Valencia said staff embraces that opportunity and bringing financial officers to the table would help greatly and enable them to bring their economic projections to the task.

Councilor Seeds asked if that meant no routes would be eliminated and no new routes would be added. Councilor Wismer and Mr. Mortillaro agreed.

Councilor Seeds asked what would happen with the Edgewood route Commissioner Anaya proposed.

Mr. Valencia said they met with the RPA last week and advanced those proposals there with a preliminary budget. If the RPA advanced it in their funding scenario then it could be considered. There was an opportunity there, depending on Commissioner Anaya's progress with the RPA.

Mr. Andrew Jandàček confirmed that Santa Fé County staff were working on information about it. At this point staff had been directed to respond to the RPA request, looking at current services and at GRT to

consider the additional routes suggested. Staff had not been given any other direction by RPA so he would provide that information at their next meeting.

Chair Romero repeated his comments. There were two other routes proposed by Liz Stefanics and those would all be discussed at next RPA. So it was being evaluated through this process.

Mr. Valencia saw it as a moving target. They were moving forward with the status quo and awaiting the RPA report. They were also reaching out to tribal members and this would have to conclude at the end of the month. Submittals to DFA were needed and those must be finalized.

Commissioner Anaya clarified that the RPA was going to look at all the routes including the proposed routes. Then a recommendation would be made.

Chair Romero agreed and thanked him for that correction. They were under a tight time line.

Mr. Jandàček said there were two routes proposed from the RPA - Edgewood and Golden routes. The addition was a special route that staff felt would not qualify as a regional route.

Commissioner Trujillo asked for clarification on Mr. Mortillaro's recommendation.

Mr. Mortillaro explained that as stated on page 5 it only applied to the FY 12 allocation and would be presented next month to use the Los Alamos proposal. This year they budgeted $1.6 million. They wouldn't necessarily get this much cost allocation. They based it on what they anticipated, based on two quarters and it would probably be greater. So Los Alamos would be about $1.3 million by end of year based on reimbursement.

Ms. Laurent said that was correct but clarified that $1.3 million was already in place prior to this.

Mr. Mortillaro said they used the percentages to calculate the fixed amount to put in the budget that each entity could count on receiving in FY 12. And it included a capital allocation that they could use and add it to their regional routes and capital allocation. So it was a percentage to get to a fixed number. If more money came in, it would go into the reserve. They could address that reserve amount through the financial policy so they didn't need to worry about that part now.

The other recommendation was to have a task force for FY 13 and beyond. There were only two sources - federal and GRT. They planned a flat federal amount. Everyone knew what was happening with GRT in the communities. That was all they had. They needed to deal strategically now for that. He hoped things would improve. Right now it didn't look optimistic. That was the essence of the recommendations.

Councilor Seeds asked if projections were lower than normal for GRT and how these numbers compared with what they were receiving.

Mr. López said they projected $6.8 million from GRT - a slight increase in GRT.

Chair Romero noted that the original budget was very conservative and they didn't want to project higher. That was the saving grace in it.

Mr. Mortillaro felt it was hard to discern how much non-reoccurring GRT (one project) was. They decided they needed to take a really conservative approach and he was glad they did and were not being overly optimistic.

Councilor Seeds recalled at the Los Alamos meeting there was an impression that the NCRTD would cut routes. He wanted to confirm that they were not cutting any of them now.

Mr. Valencia agreed but noted that the NCRTD was not the approving body for RPA. They could shift their routes.

Chair Romero said the RPA would make recommendations to the NCRTD Board for final approval. Mr. Jandàček was analyzing all of them now.

Mr. Jandàček agreed.

PUBLIC COMMENT

Mr. Pete Sheehey said he and his wife were regular users of the transit system. They also supported the revenue sharing Los Alamos was doing. That said, they were politically active and could get the votes in their county for continuing transit but this operation had to be transparent, efficient, and fair. If so, he felt they could get the votes. Unless the voters saw that, it would be hard to get support. He said they would do their best if the NCRTD provided those three things.

Ms. Carol Raymond said she had some questions. She asked if the motion on the table affected FY 12. Mr. Mortillaro agreed that it did.

Ms. Raymond asked if the long term plans included the Los Alamos proposal for a long range plan. She asked how these numbers compared with what was in place now. She felt they only got part of the answer. She didn't know how the 12% compared in Santa Fé and how the Rail Runner at 26% compared with GRT.

Mr. Ron Moses, a member of the Transportation Board in Los Alamos congratulated the Board for working through this compromise proposal. He used the public transportation in Los Alamos. He personally used the Atomic Transit, Park and Ride and the Rail Runner occasionally. He expressed strong support for it and for maintaining regional expansion in Los Alamos. He especially supported the White Rock routes which were incredibly efficient. He expressed support also for the whole region doing its best trying to integrate all of our communities.

Mr. Valencia said in response that the allocation was approximately $1.415 million for Los Alamos where last year there was $1.6 million in the budget. This year showed $952,000 for Santa Fé City and this past year was $950,000. RTD had $2.5 million this year compared with $2.8 million last year.

Commissioner Trujillo moved to approve the recommendation for FY2012 using the task force approach. Councilor Seeds seconded the motion.

Commissioner Trujillo agreed with it. He asked about a maximum number of people on it. Chair Romero said it sounded like two from each entity.

Councilor Wismer thought they were doing the right thing. In Los Alamos the transit system galvanized the people there.

Councilor Seeds also thanked the gentleman from Los Alamos coming to speak to us and hoped they would do the three things he recommended.

Chair Romero acknowledged there was a certain amount of compromise and this was a lot of work. They had the GRT in place for ten years and they were being efficient with the money to work with and were putting policies in place for that. The City of Santa Fé had a deficit of several million dollars and the Council was considering alternatives including an increased property tax. So she commended the Board on reaching resolution on this issue.

The motion passed by unanimous voice vote with no abstentions and no one opposed.

4. DISCUSSION ITEMS

E. Update of the Jim West Regional Transit Center

Mr. Valencia provided an update. The slab was being done and cutouts for steel posts and windows. At the time they awarded the contract they had some alternates in the budget if additional monies were found. In the partnership, there might be additional monies and possibly they could consider some alternates. He was excited about the progress.

Chair Romero said the Board would do another field trip.

F. Finance/Regional Coordination & Consolidation Subcommittee Report

Mr. Caldwell reported on the meeting. He described it as lively and was glad to hear they were getting somewhere on it. The minutes of the meeting were in the packet.

Chair Romero didn't think it needed a summary.

Mr. Valencia appreciated the work of the people in the consolidation effort.

G. Executive Report for April 2011

Board Action and Executive Summary

Item D.

For Meeting of May 6, 2011

TITLE: Funding Allocation

PURPOSE(S) OF ACTION: To achieve long term sustainable funding for the NCRTD

Name of Drafter:		Department:		Phone:	
Department	Signature	Phone	Department	Signature	Phone
Staff		438-3257	Executive and Finance		

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:

This issue was discussed at the April 15, 2011 Finance and Consolidation Subcommittee meeting. The Consultant Tony Mortillaro undertook an analysis of the two options that were of interest to the Board Members in attendance.

These options were the Proposed Alternative Consolidated NCRTD GRT funding allocation methodology proposed by Los Alamos County, and Option 5 that was presented as an additional option for consideration. The following is a summary:

SUPPORT INFORMATION:

From Tony Mortillaro, NCRTD Consultant:

1. Interoffice Memorandum "Review of Cost Allocation Options from April 15th Finance Subcommittee Meeting"
2. Los Alamos Proposed Funding Allocation

From Los Alamos County:

3. Powerpoint handout from April 15th Finance Subcommittee meeting "Consolidated Budget Discussion"
4. Proposed Alternate Option for Consolidated GRT Funding and Allocation

OPTIONS / ALTERNATIVES/RECOMMENDATION(S)

1. **For the FY 2012 Budget** it is recommended that the Los Alamos County proposed percentage based formula be used to calculate the fixed amount to be budgeted for Los Alamos County, City of Santa Fe and the Regional Transit District which includes (Santa Fe County, Rio Arriba County and Taos County).

2. It is further recommended that the use of the Los Alamos County calculation **only be adopted for FY 2012 Budget.**

3. It is **recommended that the further discussions occur** regarding a static allocation methodology to address the estimated deficit in the Long Term Financial Plan for FY 2013 through FY 2020. It is suggested that this methodology be considered in the context of the Long Term Financial Plan and that adoption be considered by the Board no later than December 2011 and in advance of preparation of a proposed FY 2013 Budget. Accompanying this Long Term Financial Plan will be the revised financial policies for Board consideration.

4. It is **further recommended that a task force or expansion of the sub-committee** to include staff of regional entities to participate in discussion and final recommendation of the District's Long Term Financial Plan. The following dates coincide with normal, and projected Finance sub-committee dates for staff, board, and consultant to work through assumptions and obtain a greater familiarization of the effects of the 10 year financial projections and future allocations. Dates for meetings: August 19, September 16, October 21, November 18 and consideration of adoption at the December 2, 2011 Board Meeting.

INTEROFFICE MEMORANDUM

TO: ROSEMARY ROMERO, CHAIR OF THE NCRTD BOARD AND BOARD MEMBERS

FROM: ANTHONY J. MORTILLARO, CONSULTANT

SUBJECT: REVIEW OF COST ALLOCATION OPTIONS FROM APRIL 15TH FINANCE SUBCOMMITTEE MEETING

DATE: 4/29/2011

CC:

As discussed at the April 15, 2011 Finance and Consolidation Subcommittee meeting, I undertook an analysis of the two options that were of interest to the Board Members in attendance. Those options were the Proposed Alternative Consolidated NCRTD GRT funding allocation methodology proposed by Los Alamos County and Option 5 that was presented as an additional option. Following is a summary of both options:

Los Alamos County Option:

As proposed this option would provide for the funding of Board approved service plans for regional routes provided by LAC, Santa Fe Trails and the NCRTD by annually allocating NCRTD GRT through a percentage formula. The percentage formula would provide for the following based upon FY 12 projected revenues:

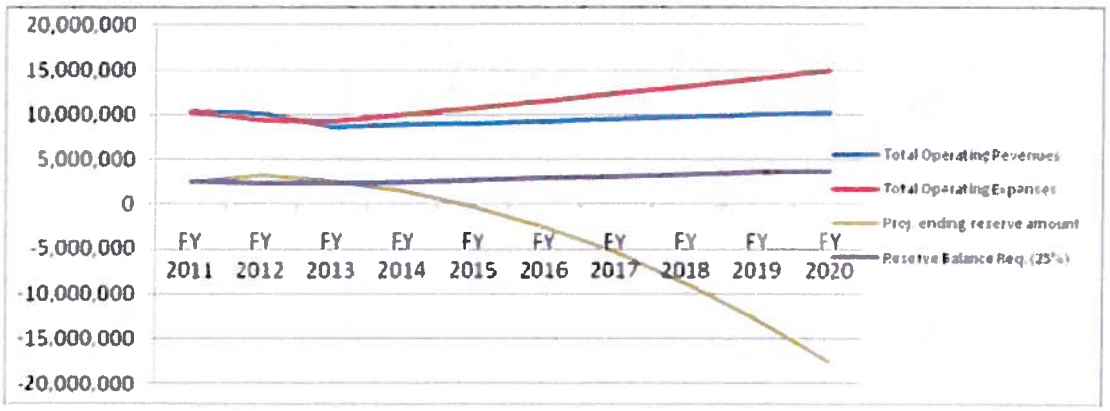
Entity	Percentage of Total	FY 12 Projected NCRTD GRT $7,075,929
Los Alamos County	20%	$1,415,186 (inclusive of capital allocation)
Santa Fe City	14%	$990,630
NCRTD (Santa Fe County, Rio Arriba County and Taos County)	40%	$2,830,372
Rail Runner	26%	$1,839,742

Los Alamos County also provided a analysis reflecting the percentage of NCRTD GRT generated from each particular County that collects the transit tax for the District. Following is the calculation provided by LAC:

Entity	NCRTD GRT FY 2011 Budget Estimate $6,769,412	Percentage of Source
Los Alamos County	$2,000,000	30%
Santa Fe County (Rail Runner to receive 50% of funds generated in SF County)	$3,548,688	52%
Taos County	$705,286	10%
Rio Arriba County	$515,438	8%

Attachment #1 is a projection of NCRTD GRT anticipated to be generated by County for the next 10 year period. This projection then simply escalates each county by 3% starting in FY 2013. The following graph of the Long Term Financial Plan indicates that the expenses will begin to exceed revenues commencing in FY 2013 and will continue to do so through FY 2020. In addition, the reserve balance will need to be utilized in FY 2013 to balance the budget. After FY 2013 funds will not be sufficient to maintain the reserve balance as required by DFA or Board Policy. As such expenses will need to be reduced and/or revenues increased.

Consolidated Budget Percentage Based Allocation Proposed by LAC



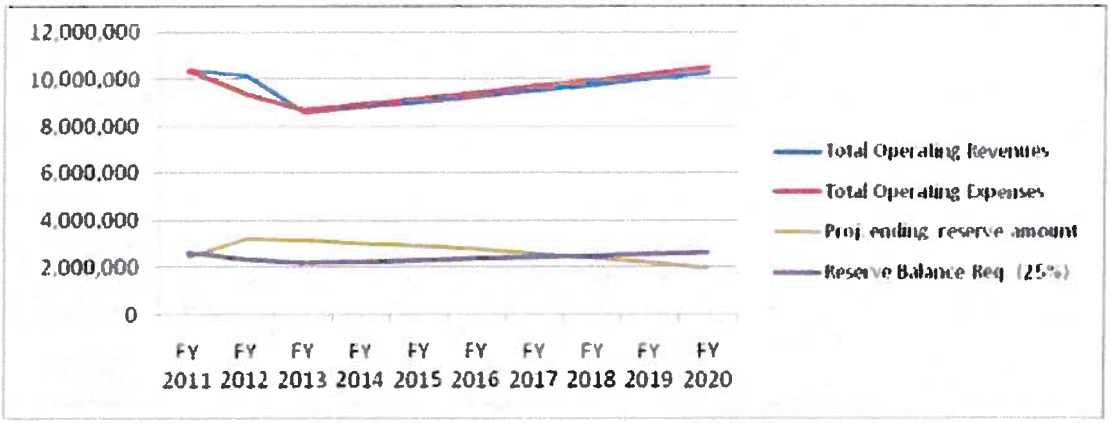
Option 5 Regional Routes Funded Allocation Method:

This status quo methodology allows for the current estimated costs of each entity using NCRTD GRT to receive the same dollar amount as currently estimated for the provision of regional routes approved in the service plans that were adopted by the Board versus a percentage. The focus of this methodology is the Board approved service plans and those routes within those plans that have been approved as regional and to be funded through the NCRTD GRT. It also retains the current capital set aside per the existing financial policies by setting aside an amount equal to $750,000 for annual capital requests (option A) versus Option B which incorporates the capital allocation directly in LAC's route funding. A method for evaluating and allocating funds for capital requests would need to be developed, so that the staff could then make an allocation recommendation to the Board. However, under option B no such method would be needed since the funds are already incorporated into the LAC allocation. In addition, if any residual GRT tax revenue exists it could also be considered for new regional route requests by the participating entities. Each of these route requests would be evaluated against the recently adopted definition for regional services. Additionally, these route requests would need to be incorporated into the requesting entities yearly service plan. Each entities service plan would require adoption by the NCRTD Board. Adoption of the service plan by the Board does not imply that funding is available or would be allocated to the regional routes contained within the Service Plans. The Board would review the expansion of regional routes annually when the budget is being considered for adoption. Funding for new regional routes would only come from verified re-occurring revenue sources.

Estimated Regional Service Costs	NCRTD*	Los Alamos	Santa Fe	Rail Runner	Capital Set Aside	Total
Option 5-A	$2,295,173	$921,013	$1,256,921	$1,774,344	$750,000	$6,997,451
Option 5-B	$2,295,173	$1,171,013	$1,256,921	$1,774,344	$500,000	$6,997,451

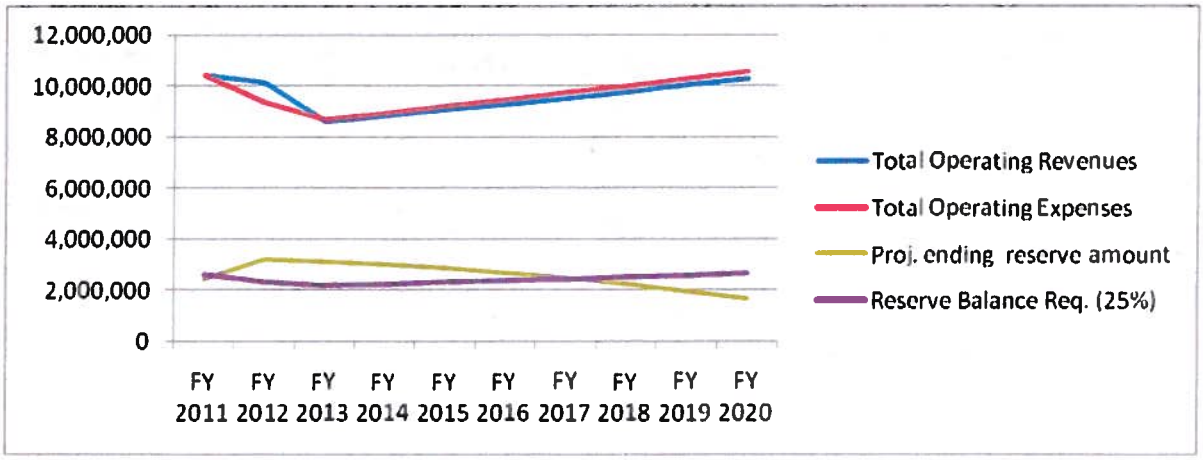
The following graph (Option 5-A) of the Long Term Financial Plan indicates that the expenses will not begin to exceeding revenues until FY 2013 and will continue to do so through FY 2020. However, sufficient funds are built up in the reserve balance which provides for the ability to balance expenses with expenditures without necessitating service reductions or running counter to the DFA or Board reserve requirements until FY 2018. For 2018 through 2020 it is projected that unless reductions in expenditures are made or revenues increased or some combination the reserve balance if utilized to balance the budget will fall below the Board reserve policy but will remain in compliance with DFA requirements.

Consolidated Budget – Regional Route Based Funding – Option 5 - A



The graph for Option 5- B (inclusion of capital into LAC's allocation) of the Long Term Financial Plan indicates that the expenses will not begin to exceeding revenues until FY 2013 and will continue to do so through FY 2020. However, the amount of exceeded is slightly higher than under Option A. However similarly to Option A, sufficient funds are built up in the reserve balance which provides for the ability to balance expenses with expenditures without necessitating service reductions or running counter to the DFA or Board reserve requirements until FY 2018. For 2018 through 2020 it is projected that unless reductions in expenditures are made or revenues increased or some combination the reserve balance if utilized to balance the budget will fall below the Board reserve policy but will remain in compliance with DFA requirements.

Consolidated Budget – Regional Route Based Funding – Option 5 – B



Recommendation:

1. **For the FY 2012 Budget** it is recommended that the Los Alamos County proposed percentage based formula be used to calculate the fixed amount to be budgeted for Los Alamos County, City of Santa Fe and the Regional Transit District which includes (Santa Fe County, Rio Arriba County and Taos County). As listed in the following chart:

Entity	Percentage of Total	FY 12 Projected NCRTD GRT $7,075,929
Los Alamos County	20%	$1,415,186 (inclusive of capital allocation)
City of Santa Fe	14%	$990,630
NCRTD **(Santa Fe County, Rio Arriba County and Taos County)**	40%	$2,830,372
Rail Runner	26%	$1,839,742

2. It is further recommended that the use of the Los Alamos County calculation **only be adopted for FY 2012 Budget.**

3. It is **recommended that the further discussions occur** regarding a static allocation methodology to address the estimated deficit in the Long Term Financial Plan for FY 2013 through FY 2020. It is suggested that this methodology be considered in the context of the Long Term Financial Plan and that adoption be considered by the Board no later than December 2011 and in advance of preparation of a proposed FY 2013 Budget. Accompanying this Long Term Financial Plan will be the revised financial policies for Board consideration.

4. It is **further recommended that a task force or expansion of the sub-committee** to include staff of regional entities to participate in discussion and final recommendation of the District's Long Term Financial Plan. The following dates coincide with normal, and projected Finance sub-committee dates for staff, board, and consultant to work through assumptions and obtain a greater familiarization of the effects of the 10 year financial projections and future allocations. Dates for meetings: August 19, September 16, October 21, November 18 and consideration of adoption at the December 2, 2011 Board Meeting.

Year	Rio Arriba	Taos	Los Alamos	Santa Fe	Annual Total
2012	568,528	745,391	2,213,322	3,548,688	7,075,929
2013	585,584	767,753	2,279,722	3,655,149	7,288,207
2014	603,151	790,785	2,348,113	3,764,803	7,506,853
2015	621,246	814,509	2,418,557	3,877,747	7,732,059
2016	639,883	838,944	2,491,113	3,994,080	7,964,020
2017	659,080	864,112	2,565,847	4,113,902	8,202,941
2018	678,852	890,036	2,642,822	4,237,319	8,449,029
2019	699,218	916,737	2,722,107	4,364,439	8,702,500
2020	720,194	944,239	2,803,770	4,495,372	8,963,575
Total	5,775,736	7,572,506	22,485,373	36,051,498	71,885,114
		3%	3%	3%	3%
	20%		26%		14%

NCRTD GRT without CMRR 4/18/11

LAC	Rail Runner	Santa Fe	Contractual GRT
1,415,186	1,839,742	990,630	4,245,557
1,457,641	1,894,934	1,020,349	4,372,924
1,501,371	1,951,782	1,050,959	4,504,112
1,546,412	2,010,335	1,082,488	4,639,235
1,592,804	2,070,645	1,114,963	4,778,412
1,640,588	2,132,765	1,148,412	4,921,765
1,689,806	2,196,748	1,182,864	5,069,418
1,740,500	2,262,650	1,218,350	5,221,500
1,792,715	2,330,530	1,254,901	5,378,145
			-
			43,131,068

NCRTD Finance Sub-Committee
April 15, 2011

Consolidated Budget Discussion – Los Alamos Proposal

NCRTD Consolidated Budget

- What we are proposing – put the elephant on the table!
  - Directly discuss reducing Los Alamos GRT allocation to balance RTD's ongoing budget rather than hide the issue in calculations that are impossible to verify at this point.
- Why are we proposing it?

  To make the consolidated budget that:
  - Simplifies the financial process
  - Creates administrative efficiencies for all
  - Is an uncomplicated method to balance and plan budgets
  - Justifies and formalizes the allocations
  - Most importantly – provides a regional perspective by pooling Los Alamos County's portion of GRT into a larger pot

NCRTD Consolidated Budget

- Goals we believe NCRTD want to accomplish:
  - Make up for the Los Alamos Progress Through Partnering Contribution reduction
- Why the calculations need to be simple and easier to understand:
  - Blending-3 different sets of data into one model and ensuring the numbers behind the reporting is consistent is complicated - requiring technical expertise of Board Members and contrary to the "simplicity" goal
  - Cost allocation is an industry standard method for measuring performance and should ultimately result in the Board setting cost allocation goals for all GRT funded routes; however the NCRTD only recently adopted the Cost Allocations method of tracking and reporting. The calculations are not yet proven nor have adequate historical data. Performance should be evaluated as a separate issue either quarterly or semi-annually over the upcoming year for all GRT funded routes.

NCRTD Consolidated Budget

- The Bottom Line:
  - Los Alamos has included $600K in the FY12 Budget to fulfill the past commitment of $1.1M annually for five years. $500K was paid in advance and $600K is the remaining balance in this final year of the commitment. The Los Alamos County Budget is scheduled for adoption on May 3, 2011.
  - This $600K was not included or considered in the NCRTD financial planning.
  - Los Alamos is open to reducing GRT amounts from past years; but existing GRT funded routes and past promises to voters must remain whole.
  - Allocations should be distributed based on actual GRT funding, not projected GRT, to be consistent with Rail Runner funding and the Santa Fe County funding resolution.

NCRTD Consolidated Budget

- This topic will have to be evaluated again next year when the Los Alamos Progress through Partnering funding may change again; and NCRTD financial and administrative performance can better be evaluated. We believe progress has been made but there are necessary improvements and accountabilities yet to be established or proven.
- We need a funding methodology we can all understand – funding decisions are difficult as it is!
- Thank you for your consideration.

NCRTD FY 2012 Proposed Budget
Proposed Alternative Consolidated RT GRT Funding Allocation Methodology

NCRTD FY 2011 Budget - alternate 1

	RT GRT Source	% Source	RT GRT Allocation	% Allocation
NCRTD			2,688,293	40%
Taos County	$ 705,286	10%		
Rio Arriba County	515,438	8%		
Los Alamos County	2,000,000	30%	1,354,000	20%
Santa Fe County	3,548,688	52%	952,775	14%
Rail Runner			1,774,344	26%
Totals	$ 6,769,412	100%	6,769,412	100%

Agenda Report
NCRTD Board of Directors Meeting
Meeting Date: March 1, 2013

Agenda Item - C

Title: Commercial Advertising Bid Award for NCRTD Transit Advertising

Prepared By: Jim Nagle, Public Information Officer

Summary: The proposed award is for the purpose of procuring professional Bus Transit Advertising Services for the purpose of sales, design, production, installation, maintenance and removal of advertising on NCRTD transit buses interior and exteriors as well as bus shelters in the District service area.

Background: On May 4, 2012, the NCRTD Board approved the NCRTD Transit Advertising Policy that allowed for advertising on NCRTD property. The policy established that management of the advertising program would be accomplished by entering into an agreement with a private advertising sales contractor. It also does not preclude the option of managing an advertising program in-house.

On December 14, 2012 a Request for Proposals was issued with a deadline of February 1, 2013. On that date Templeton Marketing Services' proposal was received.

At the same time, a cost analysis of bringing a person in-house to manage such a program vs. the anticipated costs and expected revenue in the first years of the program was considered and it was determined that the costs vs. return was not to our benefit at this stage of the program.

Recommended Action: Approve the recommendation of Award to Templeton Marketing Services for Transit Advertising Services from staff.

Options/Alternatives:

1. Take no action; or
2. Adopt the recommendation, (recommended); or
3. Direct staff to return with a plan for providing these services through an in house program.

Fiscal Impact: None. Program is to be revenue generating.

Attachments:

Templeton Marketing Services proposal for 2013 NCRTD Advertising Services

Templeton Marketing Services

RTD
SERVING NORTH CENTRAL NEW MEXICO

2013+

NCRTD Advertising Services

Don Templeton
Templeton Marketing
2/1/2013

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1. Letter of Transmittal

Mr. Anthony J. Mortillaro,
This is our response to required letter of transmittal:

1) Company Name: Templeton Marketing Services, Inc.
Address: 6509 Mojave Ct NW
Albuquerque, NM 87120
Ph# & Fax#: 505-898-3757 or 505-466-2448(S Fe) Fax 505-899-2317
E-mail & web site: dont20@aol.com www.templetonmktg.com

2) We acknowledge addendum to this RFP.

3) Don Templeton is vendor representative and point of contact for this RFP.

4) This proposal will remain good for 90 days from due date or submittal date, whichever is later.

Sincerely,

Don Templeton
Templeton Marketing

2. Executive Summary

Templeton Marketing Services is a local New Mexico company that sells bus advertising for the Santa Fe transit system and others around the state, including Taos and Las Cruces. Our web site http://www.templetonmktg.com/, shows all of our current products and rates. We were the initial contractor for Santa Fe Trails' new advertising program started in 2003, and we have continued in this role for the past nine years, having successfully grown revenues. For 13 years we were also the advertising contractor for the Albuquerque transit system (1993-2006). We are excited about starting a new advertising program for NCRTD, and see this opportunity as a good fit for our business. Because of our work in Santa Fe and Taos, we are already in contact with local advertisers who may be interested in expanding their transit advertising to NCRTD buses.

Our proposal includes a detailed plan for maintaining and growing a new advertising program for NCRTD. We will share 50% of total revenue with NCRTD according to terms of the RFP, with all operating expenses to be borne by the contractor. We also offer an annual guarantee, but on a graduating scale geared to annual increases in revenue. Because this is a new program, it is difficult to predict future revenues with accuracy. Our best estimate is that total revenue will be about $20,000 in the first year, increasing steadily to about $50,000 in the fourth year, as advertisers become familiar with the program and we obtain longer-term contracts. Thus, we propose a minimum guarantee equal to 80% of the previous year's payment to NCRTD.

We appreciate the opportunity to work with NCRTD to maximize revenue as the new program progresses. The best way to achieve this goal is to select a contractor with extensive local experience and with a proven record of maximizing total revenue.

3. Qualifications and References

Statement of Qualification

Templeton Marketing Services, Inc. is a New Mexico company that sells bus advertising for Santa Fe Trails, and also for five other New Mexico systems listed in section 5 *Transit Clients*. Our web site, http://www.templetonmktg.com/, shows all of our current products and rates.

Templeton Marketing's New Mexico Resident bidder certification number is 93R38 (See Appendix B)

Management Structure

Don Templeton shall be the primary contact person for NCRTD. He will be available by telephone or e-mail at any time, and will schedule meetings with NCRTD representatives as needed. Other Templeton Marketing employees may attend these meetings when appropriate. We shall endeavor to develop a close working relationship with NCRTD staff to fully coordinate all aspects of the advertising program. We shall obtain advance approval from NCRTD before altering rates or placing ads that may conflict with NCRTD's advertising policy.

As an indication of the importance of this contract to us, the president of the company will serve as account executive. Our practice of appointing a single account executive, responsible for all aspects of a given account, has several advantages:

Advantages of our small-company management plan (currently in place for Santa Fe Trails)

- NCRTD will have a single contact person, Don Templeton, who can be called regarding any issue or any problem related to the contract.
- There is no division of responsibility. There will be no "passing the buck" as sometimes occurs in large organizations.
- All aspects of the contract will be planned to work together in an efficient and cost-effective manner to achieve a single goal: maximum revenue.
- Decisions can be made quickly and decisively when needed.
- Because he has full responsibility, Don Templeton is highly motivated to make the entire project succeed.

Resumes of key staff members

Don Templeton

Work Experience

1992-present. President, Templeton Marketing

Managed a growing marketing company. Transit Advertising has been Templeton Marketing's major specialty since its founding twenty years ago. Currently sell bus wrap advertising for the City of Santa Fe; 'Santa Fe Trails,' City of Las Cruces; 'RoadRunner Transit. Northern NM Park & Ride, Gallup Express, Navajo Transit, Cibola Area Transit, and Rio Rancho Public Schools. We were also the advertising contractor for the Albuquerque Transit Department from October 1992 to June 30, 2006. Templeton Mktg. also publishes a monthly newspaper.

1985-1992 Outside Sales for AmeriComm Direct Marketing, formerly Harte-Hanks Communications prior to June 1988. Albuquerque, NM.Advertising sales representative calling on retail and service oriented businesses in and outside of the Albuquerque metropolitan area. Establishing new shared mail programs in various cities in New Mexico and West Texas. Responsible for developing new customers and servicing established accounts. Personal 1991 sales were over $600,000.

1983-1995 Outside Sales for New Mexico Business Equipment, Albuquerque, NM. Sales representative responsible for sales of Canon and Royal copiers to businesses with diverse copying requirements.

1982-83 Outside Sales for Advanced Office Equipment, Albuquerque, NM. Sold Toshiba copiers. Company went out of business.

Education

B.A. Hobart College, Geneva, NY, 1981

Business Memberships

NM Advertising Federation, Santa Fe Chamber of Commerce, Las Cruces Chamber of Commerce

Personal Data

Born 10/17/59 in Buffalo, NY, married, two children, excellent health, U.S. citizen.

Contact Information

6509 Mojave Ct NW
Albuquerque
New Mexico, 87120

Phone 505-898-3757
Santa Fe 505-466-2448
Cell 505-321-4609
Fax 505-899-2317
E-mail dont20@aol.com

Suzanne Templeton

Work Experience

2008 to present. Assist in administration and sales for transit advertising focusing on expansion of new markets.

1991-2008. Co-owner and Vice President, Templeton Marketing

Publish the People of God Catholic Newspaper for the Archdiocese of

Santa Fe. Responsibilities include managing Layout, Design, Advertising Sales and Distribution of newspaper. Assist in administration and sales for Transit advertising programs.

1988-1989 Advertising Sales Representative for AmeriComm Direct Marketing. Albuquerque, NM.
Responsibilities included advertising and printing sales.

1986-1988 Owner and developer of Check Collect Service, a check collection service for Albuquerque merchants.

Education

Eastern Montana College, Billings, Montana. Two year program, Psychology major.

Personal Data

Married, two children, excellent health, U.S. citizen

Organization Chart

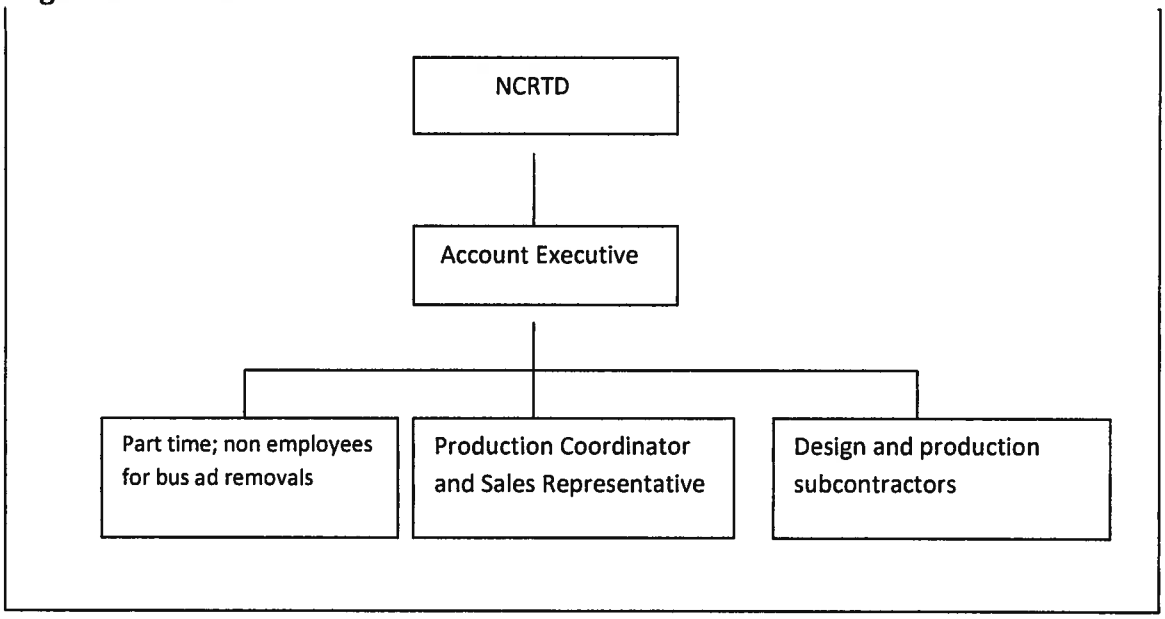

NCRTD
Account Executive
Part time; non employees for bus ad removals
Production Coordinator and Sales Representative
Design and production subcontractors

Figure 1. Proposed organization chart for NCRTD advertising sales.

Key Personnel

Don Templeton shall be the account executive, and Suzanne Templeton shall be co-executive for advertising sales. This management structure is already working well on the ground in Santa Fe and in Taos.

If selected, Don Templeton will continue to work with established contacts and key accounts in North Central New Mexico. Don will also be the key contact for NCRTD personnel. It is possible that we will hire an additional local liaison for additional service and sales support within 18 months.

We are a New Mexico owned company, and all responsibilities will be handled locally. All sub-contracted work will be with New Mexico owned businesses. As a local New Mexico company we spent over $100,000 in FY 2012 with New Mexico printers and local labor for New Mexico bus ads.

Contact Information:

Office: 6509 Mojave Ct. NW, Albuquerque, NM 87120

Santa Fe phone 505-466-2448, Albuquerque phone 505-898-3757

Mobile Office: Don's car and smart phone 505-321-4609

Overall Project Management: Don Templeton will oversee all phases of the advertising program, including sales, production, installation and coordination. Suzanne Templeton is responsible for sales and administrative support. Mark Timms will assist with power point and web-site development and updates.

Removals of expired ads: John Vigil (cell 470-2460), of Pecos, NM will provide most of the labor for removal of expired vinyl on buses on a timely basis. John, who is also employed as a driver for the Senior Center, performs these tasks in his spare time, as a secondary source of income. It is convenient and efficient that John can perform some of these tasks before or after his shift. Others, including our college-aged children, will be involved as needed and appropriate.

Bus-wrap Production and Installation: All production and installation of bus wraps shall be handled by subcontractors that are listed in section 10 *List of Suppliers.*

Statement of Financial Condition

Templeton Marketing has no long-term debt, and its finances are sound. We have always paid revenues in a timely manner. We are an S-Corporation, and gross sales for the past four years 2008-2011averaged $596,974. We expect gross sales of more than $750,000 in 2012 as revenues rebounded this past year as the negative effects of the great recession ameliorated.

Bank accounts

Bank of America
Templeton Marketing Services, Inc.
Acct # 0001 6806 5068
Riverview Office, 505-282-4400 ext 3

Bank of America
Line of credit: $150,000 LOC
Contact: Todd Carter
Ph# 888-852-5000 x4646

Credit references

Signplex
4901 Edith NE

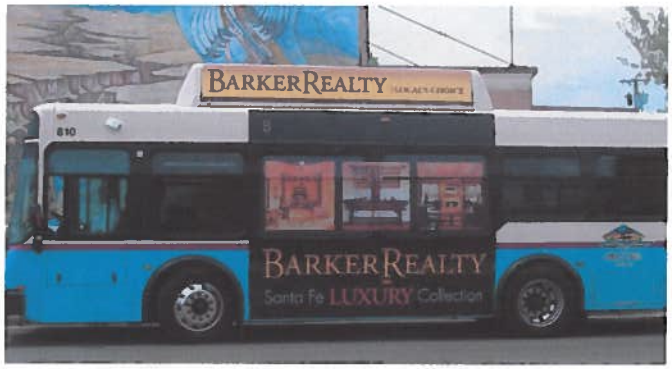
Albuquerque, NM 87107
Contact: Hannah Olivas, 505-341-0213

Vanguard Printing
101 Summer NW
Albuquerque, NM 87102
Contact: Eva DePaulo 505-242-544.

Experience and Capacity

Sample portfolio of recent bus ads

Taos Chile Line 1/2 load side wrap

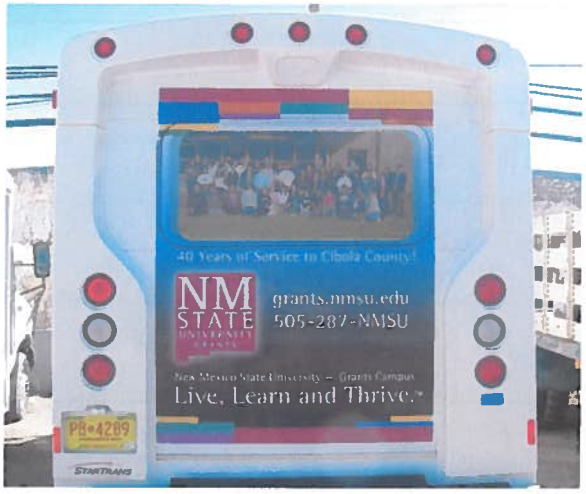


S Fe King Kong wrap (driver side)-Newer bus

2/3 backwrap – Las Cruces

2/3 Load side – Gallup Express

½ Load side – Taos Ski Shuttle



Grants (C.A.T.)-backwrap

Additional examples are on our website: http://www.templetonmktg.com/

Transit Clients

1) **City of Santa Fe/Santa Fe Trails**
2931 Rufina, Santa Fe, NM 87504
Contract date: July 2003 to Present
Scope of services: Sale, design, placement, management, installation, maintenance, and removal of the exterior/interior buses and existing benches & shelters for Santa Fe Trails.
Contact: John Bulthuis, 505-955-6556

2) **City of Las Cruces/RoadRunner Transit**
1501 E. Hadley, Las Cruces, NM 88004
Contract date: December 2009 to December 2014
Scope of services: Exterior display advertising (partial side wraps & backwraps)
Contact: Mike Bartholomew, 575-541-2537

3) **Northern NM Park & Ride**
2520 Camino Entrada Ste C, S Fe, NM 87507
Contract date: 2004 to Present
Scope of services: Exterior display advertising (king kong and back-wraps).
Contact: Fred Ullum, 505-424-1110

4) **Gallup Express,**
2205 East Boyd, Gallup, NM 87301
Contract date: May 2012 to Present
Scope of services: Exterior display advertising (half-side and back-wraps)
Contact: Matt Ortiz, 505-722-2345

5) **Taos Chile Line**
400 Camino de la Placitas, Taos, NM 87571
Contract date: 2009 to Present
Scope of services: Exterior display advertising (Side and back-wraps)
Contact: Matt Ortiz, 505-722-2345

6) **Rio Rancho Public Schools,**
1804 Idalia Rd NE, Rio Rancho, NM 87124
Contract date: Feb 2011 to Present
Scope of services: Exterior display advertising (load-side decals only)
Contact: Maurice Ross , 505-338-0078

Successful Advertising Services Plans

Templeton has been in Transit advertising for twenty years, starting with Albuquerque in 1993. We successfully built up the program from non-existence into successful perennial revenues. We were also the initial contractor for Santa Fe Trails' advertising program that started in 2003, and quickly brought it

up to speed. By 2005 we were generating revenue above $250,000 per year in Santa Fe with more than $125,000 going to the city.

In 2008 the Great Recession struck and advertising revenue declined sharply for all media. For example, Figure 1 shows what happened to newspaper advertising revenue. Yet we fared far better than industry trends. In FY 2009, our revenues in Santa Fe were down 3%, in FY 2010 down 9%, and in FY 2011 down 13%. The increasing declines were largely due to the loss of long-term contracts. We increased our marketing efforts to stem the decline. When the going gets tuff the tuff get going. Revenues for 2012 were back up over 20% compared to 2011.

Figure 1 The effect of the Great Recession on newspaper advertising.

In Las Cruces, Templeton was selected in a competitive bid process by Road Runner Transit in late 2009. Our first year, 2010, with only 16 fixed-route units, we grossed $32,000, and in 2011, $58,000. Among smaller New Mexico Transit facilities, we have successfully started new programs in Taos (Chile Line), Gallup (Gallup Express), Northern NM Park & Ride, and most recently with Rio Rancho School Buses.

Advertising Sales on Buses

Our goal is to sell as much of the available inventory as possible. The major revenue generators are exterior displays, especially wrap advertising. Sources for revenues will be the fixed routes in Espanola and select commuter routes in Northern New Mexico. The paratransits are typically not viable for advertising compared with fixed route buses.

Wrap advertising is the most expensive and most profitable to sell. They have been popular and have become well established in New Mexico's transit markets that we currently serve. They are typically on longer term advertising agreements. They include full- and partial-side-wraps, full backs and 2/3 backs. These are key to continued success. Smaller displays like bus kings (large decals below windows) are useful for shorter term showings, and are popular for 'event' advertising. Interiors, while important, do not play a large role in generating revenue. The majority of revenue will be generated by wrap displays. The balance will come from smaller, 'decal' displays, like bus kings (often for events).

Marketing Strategy

During our 20 years of experience marketing transit advertising in New Mexico, and the past nine years in Santa Fe, we have developed a marketing strategy that is effective in this local environment. Our strategy combines aggressive sales effort with excellent customer service and includes the following components:

- We identify all potential outdoor advertisers and agencies in the area and keep in touch with them through personal sales calls, telephone contacts, brochures and our web site. Initial advertising displays, especially wraps, help promote the program. During the initial Santa Fe start-up in 2003, we also did our own outdoor advertising, and this may be appropriate for this contract.

- We give prompt and dependable service to ensure that all of our advertisers are potential repeat customers. We give added value and incentives for new customers.

- We give an industry-standard 15% commission to agencies, which is not included in our gross revenue.

- We give a 25% non-profit discount. We pursue non-profits as a contribution to our community and as a way of filling space that has not been sold at regular commercial rates.

- We employ quantity and time-length discounts to encourage large orders.

- Our web site, http://www.templetonmktg.com/, makes photos of our products and rate information readily available to all.

- We pursue small customers with equal vigor to our larger accounts, since small advertisers provide local flavor, they often become larger, and they diversify the customer base providing some protection against the loss of a large account.

- We keep a finger on the pulse of local and industry advertising trends so we can adapt to challenges, such as changing technology, seasonal and business-cycle variation, and new advertising ideas. We want our customers to see us as a source of advertising information and wisdom.

We have had significant experience starting and growing new transit advertising programs in New Mexico, including Santa Fe and Las Cruces. Our beginning experience in Albuquerque in 1992 was much like an initial startup. We shall strive to continue this success by focusing on the following items.

We shall continue to identify potential customers for more profitable wrap advertising, which include mostly local advertisers with a need and budget for large-format displays, and also large advertisers represented by local, regional and national agencies.

- We shall continue making presentations to existing local advertisers and ad agencies, all of whom we know on a first-name basis, including updates, wrap availability and new-product information. Wrap advertising offers high visibility at competitive rates, which has made transit advertising more competitive with billboards and various local advertising media, including newspaper and radio.

- Rate flexibility, which is always helpful, is especially important during the first two years of NCRTD's new program when the fair market price of our products in the local environment is still uncertain. This will be helpful in getting the program going with good examples of wrap advertising visible on the streets.

Competitive Environment

The advertising-market is highly competitive. Advertising budgets are being shifted continuously from one medium to another in search of the lowest cost/benefit ratio for a particular campaign, each of which is unique. Bus displays are competing with the print media, the Internet, radio, and television for advertisers' dollars. We have found that, given a high level of sales effort, the three factors that are most influential in placing transit advertising are rates (price), rate flexibility and image.

- **Rates**. The price of anything is arguably the major determinant of how much of it will be sold. There is a trade-off between price and amount of inventory sold, and we try to find the "sweet spot" that will maximize revenue.

- **Rate Flexibility**. The advertising market is never static. Demand varies by season, by the state of the economy, and for unknown reasons. To maintain a high rate of inventory sold during these market fluctuations requires rate flexibility. Special sales and promotions along with individual discounts are effective rainmakers. It will continue to be mutually beneficial to maintain a policy of rate flexibility.

- **Image**. We have devoted a great deal of effort in building and establishing a positive local image for transit advertising in New Mexico. A large part of our early growth in Santa Fe was due to high quality wrap displays, which were initially an unknown commodity in Santa Fe. They had a strong initial positive impact, and have steadily gained prestige relative to other media. We have continually emphasized the ability of transit advertising to produce great exposure at reasonable rates, and we have encouraged displays that are attractive and of high technical quality. The wrap displays use high quality vinyl with inks that do not fade, further enhancing the image of transit advertising among local advertisers.

Our emphasis on providing excellent customer service has resulted in a large number of repeat customers, such as Los Alamos National Bank, Santa Fe Community College, Blue Cross, NM Bank & Trust, NMEFCU, Ohkay Casino, State of NM DOT & DOH, and others.

5. Understanding of Major Work Elements and Project

Templeton is already familiar with the areas of coverage by NCRTD's buses in Northern New Mexico. The primary areas of focus for advertising sales will be clients in Santa Fe, Espanola, Los Alamos and Taos. We are already working with advertising clients in each of these areas. We also foresee some opportunity for advertising on NCRTD buses with some existing clients, including Los Alamos National Bank, Ohkay Casino, and State DOT and DOH for public awareness advertising. It will be our mission to organize and present information on NCRTD's unique allotment of different routes and display size options in a professional manner. The more remote routes will obviously be more challenging compared to areas with more concentrated populations and more impressions. There are also logistics regarding production challenges that we are already preparing for, including the different types of buses, which units are fully active versus backups, and if buses used on commuter routes are rotated or dedicated. Also, we shall promote impactful 'partial wrap' displays that satisfy advertisers without being overly distracting to NCRTD's identity. We shall prepare a rate card that presents most of the available options, but this will require rate flexibility to get this new program 'off the ground.'

Of the 20 fixed routes, the initial emphasis will be:

- Espanola's two 'in town' routes (Riverside and Westside) on the 13-passenger cutaways. While there are two fixed routes, it is not certain how many fully active units are available (possibly 3-4)
- Espanola to Santa Fe Includes a stop at Railyard.
- Tesuque to Santa Fe Includes a stop at CamelRock Casino.
- Espanola to Los Alamos Opportunity for advertisers in both areas.
- Taos to Espanola Main traffic corridor to and from Taos.
- Eldorado Express More exclusive for Santa Fe advertisers.
- Ohkay Owingeh to Santa Clara Fixed route & Express Possible coverage for Santa Claran and Ohkay Casinos.
- Questa Route Commuting from areas north of Taos. Prospects in Taos.

6. Revenue Sharing

The estimated annual level of revenue generated for NCRTD is difficult to predict, since this is a brand new, untried program involving non-traditional Transit advertising. With any new program, there is always a more accurate barometer for revenue forecasting after completing the first year. Current market values that are appropriate for this program will likely be more in line with advertising rates being charged in Taos and Gallup, since we will be working with mostly smaller units. While there are 35 units in NCRTD's fleet, our basis is from the 20 fixed routes, which include remote areas less marketable to advertisers. After a start-up period, we project that gross revenue will reach at least $40,000 to $50,000 by fourth year.

Table 1

Estimated Revenue for the First Four Years of the NCRTD Advertising Program

	First Four Years of Contract				Four-year
	Year 1	Year 2	Year 3	Year 4	Total
Estimated Total Revenue	$20,000	$30,000	$36,000	$42,000	$128,000
Percentage to NCRTD	50%	50%	50%	50%	50%
Payment to NCRTD	$10,000	$15,000	$18,000	$21,000	$64,000+
Minimum Guarantee	$3,000	$6,000 or 80% of fy1	$8,000 or 80% of fy2	$10,000 or 80% of fy3	$28,000 or 80% of fy1-4

We propose to share 50% of gross revenue with NCRTD. This excludes production costs (print & install), which are typically born by the advertiser with minimal mark up, and not subject to revenue split. Advertiser will have the option to use own printing source if desired. A 50% split of rental revenues are standard for the industry, where contractor absorbs all associated overhead costs from their portion. Since revenue forecasts are uncertain for a new, untried program, we propose a guaranteed minimum payment to NCRTD of 80% of the payment for the previous year, with the guaranteed minimum of $3,000 for the first year while initiating new program. Thus, the guaranteed minimum will increase with revenue as the program gets underway.

Production cost estimates will vary with display and bus types. It includes printing and installation, and in some instances, design and set up. If design work is extensive, there can be additional charges. All expenses for printing and production are paid by the contractor and/or the advertiser.

Billing Practices/Standard Production Rates

We have in place computer systems that ensure timely and accurate attention to all tasks and that enable us to continue meeting all of NCRTD's reporting requests. We use an accounting system based on *Quickbooks Pro* software in which billing and payment information is entered in a double-entry system. The program will print a variety of reports concerning billing and payment. It will also be used to assemble sales reports and invoice copies used in monthly revenue reports to NCRTD. These reports including advertiser, display dates, and billing information, are key entered and printed using a *Microsoft Word* template. Along with a planner pad, we also use *Microsoft Excel* for inventory tracking. Tracking of sold and expired inventory is also done manually each month to facilitate scheduling with

our installer and to avoid potential conflicts with space availability. We also log monthly call activity reports.

Production estimates are provided to clients upon request. The production costs for wrap advertising include control-tack vinyl, window-vision or perforated vinyl, tiling and installation. We strive for high quality wrap displays, including higher resolution outputs. The following are estimates for production costs and rental fees. Upon award, Templeton will produce a more comprehensive rate sheet. Estimates include full side wrap options, but it was uncertain in previous discussions with NCRTD whether this would be allowed. We encourage NCRTD to allow full side-wrap options.

Cost Estimates for Advertising Displays		
Display Type	Production Estimates (print and install)	Rental Estimates
Driver ½ side wrap (Espanola-Star Trans or Goshen) 63 x 64" or 69" x 70"	$850 - 950	$350/mo.
Full side wrap 	$1500	$550/mo
Back (Espanola- Star Trans) 50-68" x 69"	$750	$260/mo.
Back (Goshens) 78" x 80" & 78" x 50"	$750	$260/mo.

Partial driver side wrap (Glavals) 162" x 74" 	$1800	$450-550/mo. Vary with route
Full driver side wrap (Commuter buses) 	$2500	$500-600/mo.
Bus king 30" x 144" 	$240	$200-220/mo.
Jumbo king 34.5" x 166" 	$350	$280/mo.
Back (Glavals) 77" x 65" 	$900	$280-300/mo

*Subject to slight variation, and may not depict all vehicle types in NCRTD fleet.

Cost estimates for layout and design services are available on request. Costs range from no-charge for less than two hours to $40-50/hour depending on display type, complexity and hours.

Interiors; if standard size and feasible to install; 11" x 28" styrene @$13-16/ea Rental @$10/ea/mo

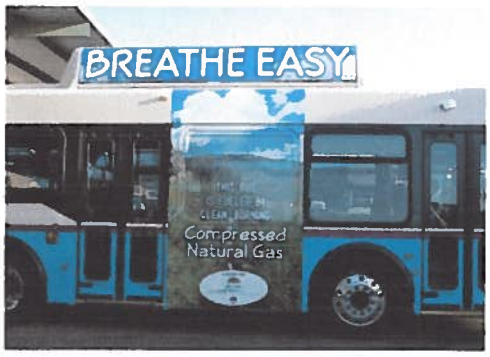
Revenues versus Costs

Templeton Marketing pays NCRTD 50% of gross billings for rental of space. This is net profit for NCRTD, since it goes straight to the bottom line. The contractor performs all the work involving costs. The work process for the contractor proceeds from initial contact with potential advertisers to contracting, installation, maintenance and billing. From the contractor's 50% portion, we have overhead of about 25%, not including salaries and taxes. Overhead, or direct costs incurred, includes labor for installation, removals, maintenance, replacement of displays with long term broken down buses, and overhead for marketing: sales-marketing materials, time for calling, visiting, sales presentations and follow up. There are also myriad administrative costs including local phone number, billing and accounting, gas for travel, postage, production coordination, etc. The contractor usually assumes full responsibility for bad debt, although there may be on occasion a request for a mutually agreeable crediting with NCRTD. As a small, locally owned business, we can effectively keep our overhead low. The benefit for NCRTD is a strong incentive for the contractor to maintain and enhance a successful program.

We anticipate the first year to be a building phase for this new program, Yet we are already fully mobilized in Santa Fe and Taos, and are ready to start the next day after contract award. We do not need a mobilization fee as mentioned in the RFP.

7. Advertising Campaign

Innovative Design



One of many examples of innovative design by Templeton is the partial load side wraps on the EasyRider units.

We have incorporated the CNG tanks on top for positioning of an upper banner to give a finishing touch to the main display position between the front wheel-well and mid loading door. It started with the 'Breathe Easy' campaign, working with Santa Fe Trails, along with the State Dept. of EM&R. This actually helps our effort to market an otherwise less desirable ad position. Advertisers have responded enthusiastically to this innovation. With most of driver sides and backs already sold on the newer 800 series, this load side position provides additional viable inventory, and a unique looking display at reasonable rental and production costs. This display is also suitable for shorter term showings, such as the 'Nutcracker Ballet.'

There may be some opportunity for shelter advertising in Espanola at some of the existing locations.

Use of Local and National Advertising Agencies

Most large national advertising campaigns are handled by advertising agencies, and we work with them on these accounts. It is customary in the industry to give discounts from published rates, usually 15%, to advertising agencies. Some of the large advertisers that are already utilizing, or are prospects for, wrap advertising are represented by agencies. Local agencies are an important source of business, although many local advertisers currently advertising on the buses are without agency representation and can be approached directly.

We have long established relationships in both Albuquerque and Santa Fe with prominent agencies and media buyers. We have worked with many third-party buyers for twenty years.
We have established relationships with a number of large national and regional advertisers. National buyers often look only at the top fifty markets for transit advertising. While they are not top-fifty markets, we have succeeded in getting some national advertisers for Santa Fe and Las Cruces including Outdoor Media Alliance (client; Cricket) out of Chicago, Vimarc (client; Amerigroup) of Louisville, Blu Line Media (clients; Medicare Fraud Prevention) from Los Angeles, and Standard OHM (client; US Bank) of Illinois.

Potential customers represented by agencies are already aware of the advantages and disadvantages of bus displays. The fact that most cities in New Mexico do not fall within their primary market preferences presents a special challenge. There may be potential for certain national customers for Espanola. With our established reputation and proven advertising program, Santa Fe has already become more attractive to national advertisers.

8. REQUIRED FORMS AND CERTIFICATIONS

ADDENDA

The undersigned acknowledges receipt of the following addenda to the document:

Addendum No. 1, Dated 1-11-13
Addendum No. , Dated _____
Addendum No. , Dated _____

Failure to acknowledge receipt of all addenda may cause the bid to be considered non-responsive to
the solicitation. Acknowledged receipt of each addendum must be clearly established and included
with the offer.

The undersigned understands that any conditions stated above, clarifications made to above or
information submitted on or with this form other than that requested, will render bid unresponsive.

Templeton Marketing Services, Inc.

6509 Mojave Ct NW Albuquerque, NM 87120

Don Templeton signature

1-29-13

AGREEMENT OF GOODS and SERVICES

To: North Central Regional Transit District

1327 North Riverside Drive

Espanola, NM 87532

The undersigned hereby agrees to furnish the goods and services as listed below in accordance with
the specifications which have been carefully examined and are attached.

Signed: Don Templeton

Printed Name: Don Templeton

Title: President

Date: 1-29-13 Telephone: 505-466-2448

For (Company): Templeton Marketing
Address:

CERTIFICATE OF NON COLLUSION

I hereby swear (or affirm) under penalty of perjury:

1. That I am the Bidder or an officer or employee of the bidding corporation having authority to sign on its behalf (if the Bidder is a corporation);

2. That the attached bid has been arrived at by the Bidder independently and has been submitted without collusion and without any agreement, understanding, or planned course of action with any other vendor of materials, supplies, equipment, or service described in the Invitation for Bid, designed to limit independent bids or competition;

3. That the contents of the bid has not been communicated by the Bidder or its employees or agents to any person not an employee or agent of the Bidder or its surety on any bond furnished with the Bidder, and will not be communicated to any such person prior to the official opening of the proposals; and,

4. That I have fully informed myself regarding the accuracy of the statement made in this affidavit.

Signed Don Templeton

Firm Name Templeton Marketing

Subscribed and sworn to before me this 29th day of January, 2012

Notary Public Stacy Tracy

My commission expires Sept 12, 2016.

Proposers E.I. Number 85-040 8551

(Number used on employer's Quarterly Federal Tax Return)

OFFICIAL SEAL
STACY TRACY
NOTARY PUBLIC-STATE OF NEW MEXICO
My commission expires 9-12-2016

Agenda Report
NCRTD Board of Directors Meeting
Meeting Date: March 1, 2013

Agenda Item - D

Title: A presentation and discussion of Marketing Efforts and Strategic Plan

Prepared By: Jim Nagle, Public Information Officer

Summary: A presentation to outline what marketing programs have been put into place this past year, what we have coming up this year and how we plan to position ourselves as we look forward to the future.

Background: As the marketing plan is developed to include programs that encompass the service area and each of our member entities, feedback from the Board is welcomed, particularly in the area of community outreach, and to ensure that we are reaching their constituents.

Recommended Action: Discussion only. Based upon Board input, staff will return with a final document for input and/or approval.

Fiscal Impact: FY2013 Budget contains $71,000 ($56,000/advertising, $10,000/website and design and $5,000 for publication development) for current level of activities. Costs for strategic plan once finalized will be reflected in the proposed FY2014 budget for Board consideration.

Attachments: To be handed out at Meeting

Agenda Report
NCRTD Board of Directors Meeting
Meeting Date: March 1, 2013

Agenda Item - E

Title: Award of Service Plan Update

Prepared By: Anthony J. Mortillaro, Executive Director

Summary: The proposed award is for the purpose of procuring professional services for updating the existing service plan. The current Service Plan expires as of 2013 therefore in order to have an updated document prior to its expiration it will be necessary to award the project and commence the 9-12 month process that will be required.

Background: In May 2006 the District Board adopted a comprehensive Transit Service Plan. In October of 2008 an update of the existing Service Plan was conducted and adopted by the Board. The Service Plan updated in 2008 had a five year time frame and an update of the Plan was anticipated for 2013. The Board was presented with a request to fund the update of the Plan in FY 2013, which was subsequently approved by the Board through its adoption of the budget.

Staff prepared a Request for Proposals (RFP) and provided a legal notice in the Santa Fe New Mexican announcing the RFP solicitation. In addition a classified ad was placed in the "Passenger Transport" a biweekly publication of the American Public Transportation Association. The RFP was issued on November 19, 2012 and proposals were due on January 11, 2013. Three proposals were submitted. Of the three, a selection committee determined that one of the proposals did not merit further consideration. The other two proposers were invited to continue in the process and to present their proposals in an interview process to the selection committee on February 20 and 21. Based upon the results of the two processes the selection committee is recommending award to KFH Group.

Recommended Action:

1. Award the contract for the Transit Service Plan update to KFH Group ;and

2. Authorize the Executive Director to execute a contract with KFH Group in an amount of $149,670.00 (not inclusive of GRT) and set a project budget amount of $173,170.00 which is inclusive of GRT and an additional amount of funding for public meetings to receive final review input on the draft plan and;

3. To also enter into a contract with NMDOT Transit and Rail Division for 5304 funding of the project.

Options/Alternatives:

1. Take no action; or
2. Adopt the recommendations, (recommended); or
3. Not adopt the recommendations and provide further direction to staff.

Fiscal Impact: The FY 13 budget contains $150,000 for this project. The funding at the time the budget was developed was being derived from the Districts Transit Gross Receipts Tax. In late December 2012, the Executive Director made a funding inquiry to the NMDOT Transit and Rail Division to ascertain if any 5304 funds might be available. The NMDOT Transit and Rail Division were able to discern that it could provide an 80/20 match to the project. As a result the Districts contribution will now be $30,000 and the NMDOT will allocate $120,000 in federal funding. Since the project is anticipated to exceed $150,000 the District will need to fund the excess amount of $23,170. These additional costs will be included in the FY 2014 budget.

Attachments:

Request for Proposal for Transit Service Plan Update
Proposal from KFH Group for Transit Service Plan Update

North Central Regional Transit District

Request for Proposal

For

Transit Service Plan Update

North Central Regional Transit District
1327 North Riverside Drive
Espanola, New Mexico 87532

SECTION 1 – INTRODUCTION

OVERVIEW OF SCOPE OF SERVICES

North Central Regional Transit District (NCRTD) is seeking proposals from qualified proposers with demonstrated success to update the October 2008 Transit Service Plan.

1.1 PROCURING AGENCY AND CONTRACTING OFFICER

All communication concerning any aspect of this solicitation of offers shall be in writing and shall be with the Contracting Officer.

Procuring Agency: North Central Regional Transit District
1327 North Riverside Drive
Espanola, New Mexico 87532
Phone: 1-866-206-0754

Purchasing Agent: Glenda Aragon
Finance Manager
Phone: 505-629-4701
glendaa@ncrtd.org

1.2 SOLICITATION SCHEDULE

The following is the solicitation schedule for this procurement.

EVENT	DATE AND TIME
Request for Proposal Issued	Monday, November 19, 2012
Questions and Requests for Clarifications due to NCRTD	Wednesday, December 5, 2012
NCRTD Responds to Questions and Clarifications	Wednesday, December 12,2012
Proposal Due Date	**Proposals are due no later than 4:30 p.m. Friday, January 11, 2013.**
Evaluation of Proposals Received	January 14-18, 2013
Proposer Presentations/Interviews	January 21-25, 2013
Anticipated Award	February 1, 2013

1.3 PROPOSALS

In order to be considered for award, **proposals must be received by 4:30 p.m. MST, Friday, January 11, 2013**. Any proposal received after the specified date and time will be returned to the Proposer unopened. The receiving time in the NCRTD lobby located at 1327 North Riverside Drive, Espanola, New Mexico 87532 will be the governing time

for acceptability of proposals. This RFP does not commit NCRTD to award a contract. NCRTD will not pay Proposers for any costs associated with preparing responses to this RFP. NCRTD reserves the right to accept or reject any or all proposals received as a result of this request, to negotiate with qualified Proposers, to award a contract without discussions/interviews or to cancel in part or in its entirety this RFP if it is in the best interests of NCRTD to do so.

1.4 DISTRIBUTION OF SOLICITION DOCUMENTS

NCRTD is distributing this RFP and all relevant documents through its web site at www.ridethebluebus.com, as well as a direct mail list, NMDOT vendor list and national transit organizations classified advertisements.

All addenda and updates to the RFP will be posted at the above referenced web site. Prospective Proposers are responsible for checking the web site for addenda and updates to the RFP. Beyond initial email to inform prospective Proposers about the RFP, NCRTD will not send communication directly to Proposers.

SECTION 2 - SCOPE OF SERVICES

INTRODUCTION AND BACKGROUND

In 2003, Governor Bill Richardson signed into law the Regional Transit District Act. This legislation authorized the creation of regional transit districts in the State of New Mexico.

73-25-2. The purpose of the Regional Transit District Act;

A. Serve the public by providing for the creation of regional networks of safe and efficient public transit services;

B. Allow multijurisdictional public transit systems to reduce the congestion of single-occupant motor vehicle traffic by providing transportation options for residents;

C. Decrease automobile accidents by reducing traffic congestion on freeways and streets;

D. Reduce noise and air pollution produced by motor vehicles;

E. Prolong and extend the life of New Mexico's existing roadways by easing the traffic burden;

F. Provide residents with a choice of transportation alternatives so that seniors, youth, low-income and mobility-impaired residents and others unable to drive or afford motor vehicles continue to have full access to the goods, services, jobs and activities of the community;

G. Improve the New Mexico economy by increasing workforce and citizen access to education and higher paying jobs; and

H. Prolong and extend petroleum resources.

In 2004, Governor Bill Richardson signed legislation that allowed City and County Governments that were members of a Regional Transit District, to go to the voters for approval of an increase of up to ½ of one percent in Gross Receipt Tax to fund their participation in an RTD.

Each RTD in the state is required to under-go an extensive Certification Process for approval by the New Mexico Transportation Commission. Upon issuance of certification from the New Mexico Transportation Commission the District constitutes a separate political entity.

In September 2004 the NCRTD was the first RTD to be certified by the New Mexico Transportation Commission. A requirement from the New Mexico Department of Transportation was to submit a Transit Service Plan within one year of the formation of the District. The NCRTD Board approved the districts first Transit Service Plan in July 2006.

73-25-2. The purpose of the Regional Transit District Act;

A. Serve the public by providing for the creation of regional networks of safe and efficient public transit services;

B. Allow multijurisdictional public transit systems to reduce the congestion of single-occupant motor vehicle traffic by providing transportation options for residents;

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E. Prolong and extend the life of New Mexico's existing roadways by easing the traffic burden;

F. Provide residents with a choice of transportation alternatives so that seniors, youth, low-income and mobility-impaired residents and others unable to drive or afford motor vehicles continue to have full access to the goods, services, jobs and activities of the community;

G. Improve the New Mexico economy by increasing workforce and citizen access to education and higher paying jobs; and

H. Prolong and extend petroleum resources.

The main objectives in the current Transit Service Plan are:

1. Co-ordinate with existing transit services within the District
2. Consolidate transit services where possible
3. Manage transit service contracts
4. Seek funding for the District

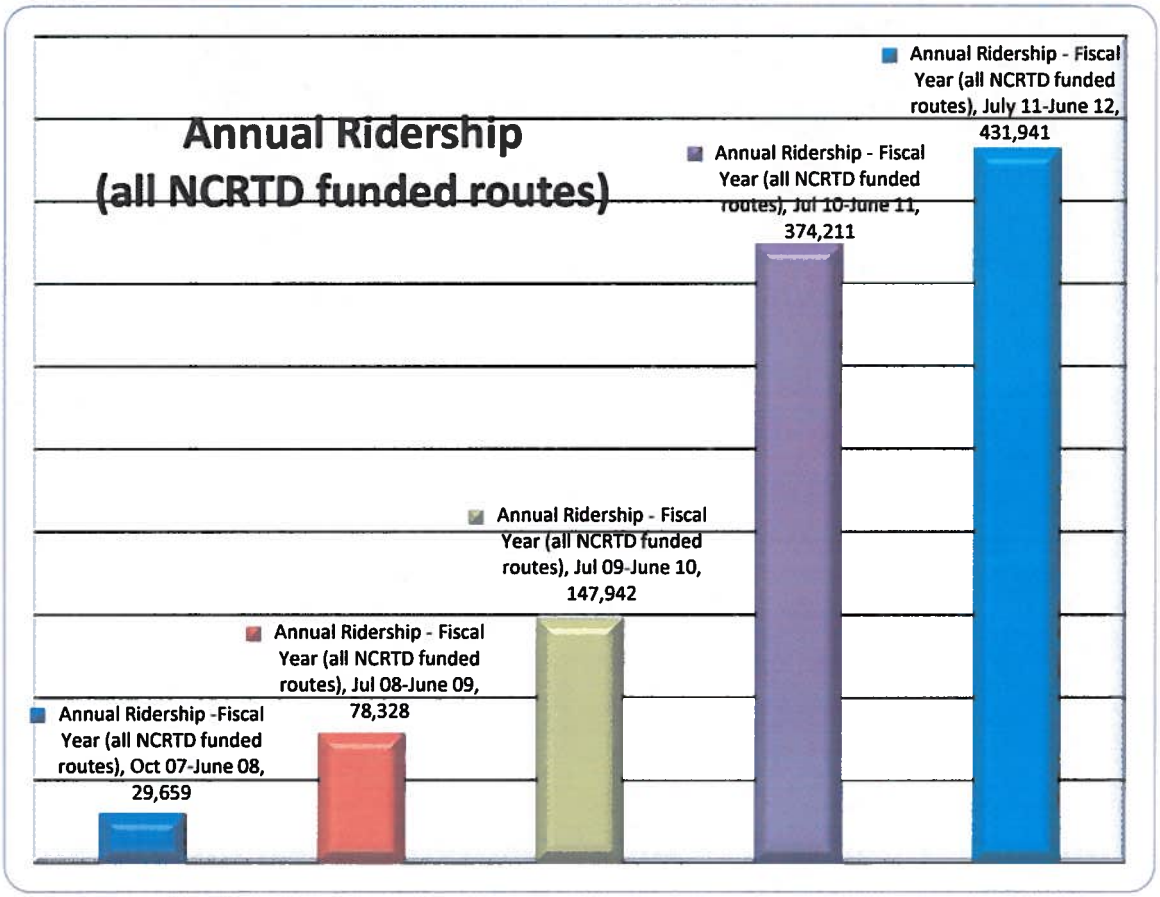
In February 2007 the RTD adopted its branding, and in April began its first bus service project. In July 2007 the NCRTD signed Memorandums of Agreement between the City of Espanola and Rio Arriba County to transfer service, employees and equipment to the NCRTD. In October 2007 the NCRTD began operating transit service in four counties.

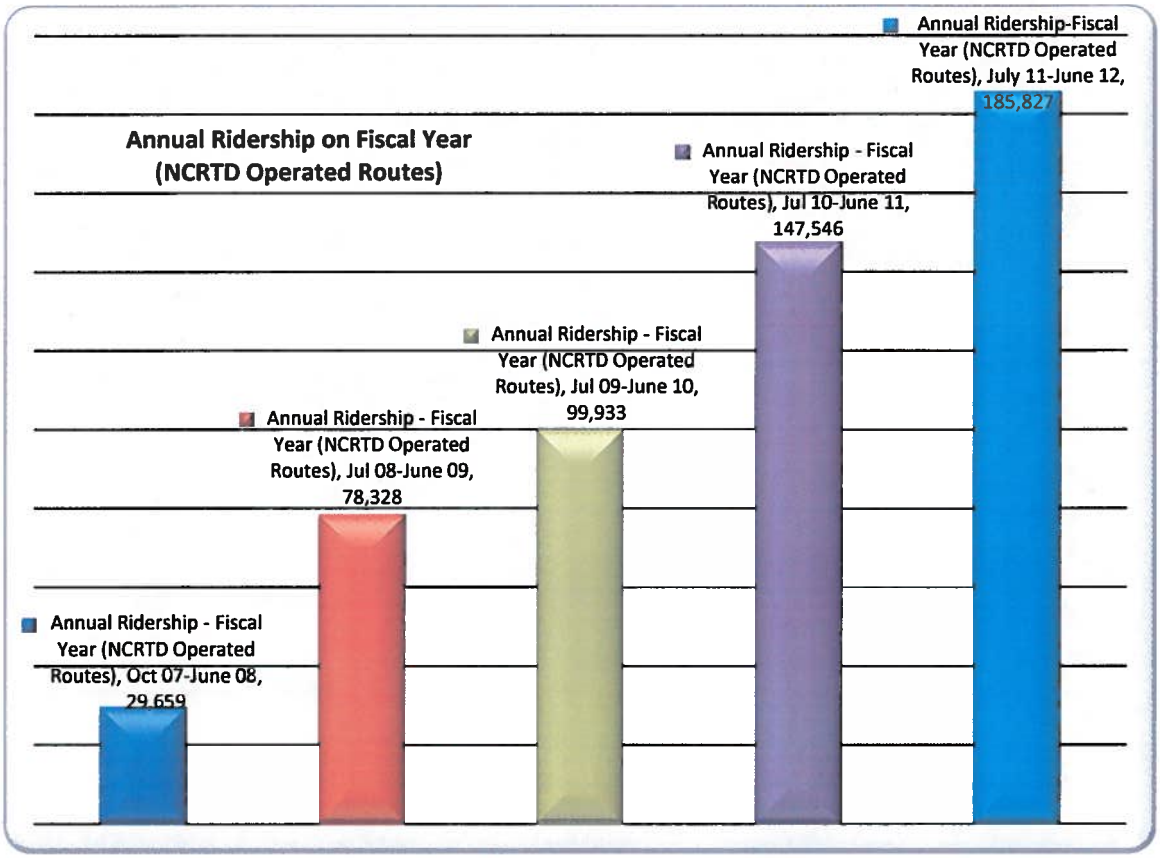
In January 2008 NCRTD hired a Contractor to expand and update the Transit Service Plan for the proposed usage of the Gross Receipts Tax (GRT). April 2008 the NCRTD Board approved the GRT resolution adopting a 1/8 of one percent tax, and in November 2008 the public voted approval of the GRT in all four counties of its service area.

The NCRTD members are four counties, three cities, and five tribal entities, with over 10,000 square miles of service area.

Presently the NCRTD has 20 fixed and commuter routes regionally, and demand response service within a 15 mile radius of the Espanola Park and Ride lot.

The NCRTD has experienced tremendous ridership growth. The chart below reflects the last five years and its progression.


Annual Ridership
(all NCRTD funded routes)
Annual Ridership -Fiscal Year (all NCRTD funded routes), Oct 07-June 08, 29,659
Annual Ridership - Fiscal Year (all NCRTD funded routes), Jul 08-June 09, 78,328
Annual Ridership - Fiscal Year (all NCRTD funded routes), Jul 09-June 10, 147,942
Annual Ridership - Fiscal Year (all NCRTD funded routes), Jul 10-June 11, 374,211
Annual Ridership - Fiscal Year (all NCRTD funded routes), July 11-June 12, 431,941


Annual Ridership on Fiscal Year (NCRTD Operated Routes)
Annual Ridership - Fiscal Year (NCRTD Operated Routes), Oct 07-June 08, 29,659
Annual Ridership - Fiscal Year (NCRTD Operated Routes), Jul 08-June 09, 78,328
Annual Ridership - Fiscal Year (NCRTD Operated Routes), Jul 09-June 10, 99,933
Annual Ridership - Fiscal Year (NCRTD Operated Routes), Jul 10-June 11, 147,546
Annual Ridership-Fiscal Year (NCRTD Operated Routes), July 11-June 12, 185,827

The purpose of this RFP is to update the existing transit Transit Service Plan by generating a comprehensive review of the districts transit needs, and by producing an updated plan for serving those needs.

2.1 PROJECT SUMMARY

The NCRTD seeks a qualified and experienced Proposer to provide a comprehensive Transit Service Plan covering a five year period. The Transit Service Plan will include:

1. Transit Services and Facilities Plan, and
2. Implementation Strategies

Geographically, the Transit Service Plan will focus on the four counties, three cities and five tribal members with connective services to the NMDOT, Park and Ride, Rail Runner train service, Santa Fe Trail's bus service, as well as Atomic City Transit in Los Alamos, the Chile Line in Taos, and Miner's Transit in Red River. The time frame of the plan shall be from 2013 through 2018.

The plans, proposals and recommendations arising out of the Transit Service Plan must consider not only mobility issues but also related topics such as

economic development, air quality, housing, job creation, environmental sustainability and energy consumption.

The Transit Service Plan will consider the general needs of the traveling public as well as the specific needs of particular sub-markets including, but not necessarily limited to, businesses, university students, K-12 school-aged children, elderly people, veterans, and people with disabilities. The Transit Service Plan will also consider people who do not use local public transportation. The Transit Service Plan will describe how non-users may be converted to users by addressing what specific barriers or objections non-users have and how NCRTD might overcome those barriers or objections.

The Transit Service Plan will include a financial component that describes the costs, both capital and operating, of undertaking plan recommendations.

The Transit Service Plan will recommend implementation strategies and metrics for plan elements, including discussion of priorities and timing issues.

An analysis of, or discussion of changes to, the organizational structure or mission of the NCRTD is specifically not requested as part of the Transit Service Plan. However, the Proposer shall provide information on staffing levels associated with any changes in levels of service.

2.3 TRANSIT NEEDS ASSESSMENT

The Proposer shall undertake a Transit Needs Assessment and shall document the results of that assessment. It is expected that the needs assessment will provide the logical basis for the formulation and evaluation of proposals, policies, components, and alternatives leading to the creation of the Transit Service Plan

The needs assessment will characterize the transit needs of people traveling within, and to and from, the four counties in the District. Transit needs will be described for both the present and future time periods, up to the year 2018. The needs assessment will include an evaluation of the existing transit system's ability to meet those travel needs, and will identify those needs which are not met by the existing system.

The needs assessment shall describe the consequences of current and future unmet transit needs in terms of mobility, rural form, economic impacts, safety, social impacts, environmental impacts and so forth.

The needs assessment shall be informed and guided by stakeholder and public involvement. The needs assessment will be subject to a process of review, comment and possible revisions, based on stakeholder, public involvement and NCRTD staff input.

Community meetings will be held in each of the counties in the following communities:

Rio Arriba:	Española
	Tierra Amarilla
	Santa Clara Pueblo
	Ohkay Owingeh Pueblo
Santa Fe:	Santa Fe
	Edgewood
	Eldorado
	Tesuque Pueblo
	San Ildefonso Pueblo
	Pojoaque Pueblo
Taos:	Taos
	Questa
	Peñasco
Los Alamos:	Los Alamos

The community meeting dates will be publicized at least two weeks prior to the meeting, and will be advertised in appropriate media, i.e. newspapers, radio, and/or flyers. Sign in sheets will be retained to verify attendance; an agenda will also be established by proposer and NCRTD staff and retained for verification. Minutes of the meeting will be kept and responses to all questions will be documented for inclusion in the Transit Service Plan.

The Transit Service Plan (TSP) developed by the Proposer will provide the following details with respect to proposed operations:

- Types, or modes, of service to be provided (fixed-route bus, demand responsible services, commuter, etc.)
- Routes and/or locations of the service
- Schedules/scheduling concepts
- Geographic service area
- Days and hours of service
- Vehicle requirements
- Staffing requirements
- Facility requirements

The Proposer shall propose a set of performance criteria against which transit options leading up to a recommended plan will be evaluated. The final recommended plan will be characterized according to these criteria. The set of evaluation criteria shall be developed in consultation with NCRTD staff, stakeholders, and public comment. The criteria should include at least the following categories:

- Level of service available to citizens of the region (including sub-groups based on user type or geography)
- Estimated ridership
- Cost to provide service
- Geographic feasibility

- Safety and health impacts
- Economic development impacts of the service
- Environmental and energy impacts of the service

To the extent that the plan requires acquisition of new vehicles, the costs of such items shall be developed on a life-cycle basis.

To the extent that new plans involve significant changes to existing service, the Proposer shall analyze and comment on the effect such changes will have on the existing ridership base and shall propose ways that such changes can be introduced with minimal adverse effect on existing riders. Throughout the planning effort, the Proposer shall recognize the distinctions between two broad market segments identified by NCRTD: 1) transit dependents and 2) choice riders.

Two members of the NCRTD operate their own system of transit services, Los Alamos County and City of Santa Fe. The NCRTD provides funding to these two members to operate regional routes approved by the NCRTD Board on an annual basis. The NCRTD also co-ordinates with the NMDOT operated Park and Ride, as well as the Rail Runner train. The proposer is NOT asked as part of this effort, to provide a detailed assessment of these systems. The Proposer is requested to provide a high-level examination of the relationship between these systems supplied services and the NCRTD supplied services with the following questions in mind:

- Is there significant overlap or duplication of services?
- What opportunities exist for the systems to coordinate services or share resources?
- What initiatives might be undertaken jointly by the entities to satisfy transit needs that are not provided by either organization acting alone?

As further information to proposers, the following issues should be addressed by the plan:

- What is an optimal transportation plan for the NCRTD now and five years from now?
- Is the NCRTD effectively leveraging their strengths and optimizing their resources? Are there services or relationships that should develop out of collaboration? Is there a duplication of services and efforts?
- Are there existing services that should no longer be provided?
- Is the method of delivery appropriate or is there another better approach?
- What factors must be measured to determine the success of each transportation mode/initiative?
- What current transportation programs/initiatives are successful? How successful are they? What makes them successful?

- What current transportation programs/initiatives are not successful? Why not? Should these transportation programs/initiatives be improved and kept, or be cut? If these programs/initiatives should be kept, what specifically should be done to improve them to make them successful? What is the cost-benefit for improving each under-performing transportation program/initiative?

- What services and planning efforts are being duplicated among NCRTD and other local stakeholders? What opportunities for collaboration exist and how does NCRTD move toward further collaboration with each stakeholder?

The Transit Service Plan will also provide Implementation Strategies for accomplishing the recommendations contained in the Plan. Whereas the Transit Service Plan is envisioned as a description of a desired future state, the Implementation Strategies should be designed to tell the NCRTD how to get there.

The Proposer shall include, as part of the implementation strategies, a set of recommendations for monitoring on-going achievement of plan objectives.

2.4 FUNDING AND REVENUE STRATEGIES

The Proposer shall identify strategies for funding the improvements recommended in the NCRTD. The funding strategies must address how NCRTD might pay for both capital improvements and on-going operations. Funding strategies may include the use of existing funding sources as well as funding sources not yet in place. If suggested funding sources are not yet in existence, the proposer shall outline the steps needed to establish those funding sources, describe possible challenges to establishing those sources, and provide a description of the steps NCRTD might take to establish the suggested funding source.

Currently the NCRTD funding sources are Federal Grants, 5311, 5316, Tribal Transit (5311(c)), Transit Gross Receipts Tax and an annual contribution from Los Alamos County. The NCRTD operates a free fare system except for a nominal charge for demand response services.

2.5 DELIVERABLES

The following deliverables are suggested by NCRTD as the logical outcomes of the required services described above. However, the proposer is welcome to suggest an alternative set of deliverables that reflects the nature of their proposed planning process.

- Executive Summary
- Needs Assessment Report
- Preliminary Options Report
- Recommended Transit Service Plan
- Implementation Strategies
- Funding Strategies
- Stakeholder Involvement Record

Each deliverable shall be transmitted to NCRTD in draft form, and will be subject to a two-stage review process. NCRTD staff will review the draft and advise the proposer of needed changes. When the changes have been made, the proposer will be advised to produce a draft for Board of Directors presentation and review. Additional changes to the document may be required after the Board of Directors process.

Media and file formats: Reports shall be delivered to NCRTD in a current version of Microsoft Word. Presentations shall be produced and delivered in Microsoft Power Point, and public versions will be delivered in .pdf format.

Reports are to be dated and identified as either draft or final, as appropriate. Submittal of final reports shall be accompanied by the files, in their native format, that were used to generate graphics displayed in the reports.

2.6 TIMETABLE AND BUDGET

At the start of the project, the proposer will be expected to produce a project timetable that lists major tasks with their starting and ending dates. Meetings and deliverables should be included as milestones on the timetable. The proposer shall update and resubmit the timetable as conditions warrant.

At the start of the project, the proposer will provide a task-by-task budget. The budget will be constructed in a way that allows the proposer and the NCRTD Project Manager to monitor project financial performance and take corrective actions in a timely manner.

The desired timetable for project completion is 6-8 months from the date of contract execution. Proposers may, however, propose a longer timeline if they feel the proposed work cannot be completed within the 6-8 month period.

2.7 PROJECT MANAGEMENT AND REPORTING

The proposer shall name a single point of contact for the project, and all communications between NCRTD and the proposer shall be through that individual.

NCRTD Executive Director Anthony J. Mortillaro or his designee will be the NCRTD Project Manager for this effort and shall be the proposer's primary contact. Although from time-to-time the proposer may be directed to talk to others, the proposer shall keep the NCRTD Project Manager advised of all communications with other NCRTD staff.

The proposer will submit regular progress reports to the NCRTD Project Manager indicating the status of the project relative to the original budget and timeline. The progress reports shall note any instances of expected deviations from the original project budget and timeline, and shall either describe corrective actions, or offer a revised budget and timeline to meet the new circumstances. Adjustments to the total budget will be strongly discouraged, but re-allocation of existing budget among tasks will be considered.

SECTION 3 - INSTRUCTIONS TO PROPOSERS

ACCEPTANCE PERIOD

Proposals and subsequent offers shall be valid for a period of ninety (90) days after submittal to NCRTD.

3.1 PROPOSER COMMUNICATIONS AND REQUEST

a. All correspondence and/or contact concerning any aspect of this solicitation or offers shall be with the Contracting Officer. Proposers and their representatives shall not make any contact with or communicate with any members of NCRTD, or its employees and proposers, other than the Contracting Officer concerning any aspect of this solicitation or offers. Proposers may be disqualified if any unsolicited contact related to this RFP is made with an employee or representative of NCRTD other than the Contracting Officer.

b. At any time during this procurement up to the time specified, proposer's may request in writing, a clarification or interpretation of any aspect, or a change to any requirement of the RFP or any addenda to the RFP. Requests may include suggested substitutes for specified tasks. Such written requests shall be made to the Contracting Officer. The proposer making the request shall be responsible for its proper delivery to NCRTD. NCRTD will not respond to oral requests. Any request for a change to any requirement of the contract documents must be fully supported with technical data, test results, or other pertinent information evidencing that the exception will result in a condition equal to or better than that required by the RFP, without substantial increase in cost or time requirements. Any responses to such written requests shall be provided by the NCRTD in the form of addenda only. Only written responses provided as addenda shall be official and no other forms of communication with any officer, employee, or agent of the NCRTD shall be binding on NCRTD

c. The proposer's Request for Clarifications must be received by the date indicated in the Solicitation Schedule located in this RFP.

d. If it should appear to a prospective proposer that the Scope of Services, is not sufficiently described or explained in the RFP or Contract documents, or that any conflict or discrepancy exists between different parts thereof or with any federal, state, local law, ordinance, rule, regulation, or other standard or requirement, the proposer shall submit a written request for clarification to the NCRTD within the time period specified.

3.2 CONDITIONS, EXCEPTIONS, RESERVATIONS OR UNDERSTANDING

a. Proposals stating conditions, exceptions, reservations or understandings (hereinafter deviations) relating to the RFP may be rejected.

b. Any and all deviations must be explicitly, fully and separately stated in the proposal by setting forth at a minimum the specific reasons for each deviation so that it can be fully considered and evaluated by NCRTD. All deviations found to be unacceptable shall be evaluated in accordance with the appropriate evaluation criteria and procedures, but may result in the proposer receiving a less favorable evaluation than without the deviation.

3.3 REQUIREMENTS FOR RFP RESPONSE

Proposers shall submit one (1) original-unbound and four (4) bound copies of their proposal that must include the following:

a. Letter of Transmittal

The Letter of Transmittal shall be addressed to Anthony J. Mortillaro, Executive Director and must, at a minimum, contain the following:

1. Identification of the offering firm(s) and proposal contact, including name, address, telephone and facsimile numbers, email, and firm web site.

2. Acknowledgment of RFP addenda, if any. An "Addenda" form is included in the Required Forms and Certifications section of this RFP.

3. Name, title and contact information for vendor representative who will be the point of contact on all issues regarding this RFP.

4. A statement to the effect the proposal shall remain valid for a period of not less than 90 days from the date of submittal or Proposal due date, whichever is later.

5. Signature of person authorized to bind the offering firm to the terms of the proposal.

b. Qualifications and References

1. Describe the company, including history, mission and nature of work, number of employees and office location(s).

2. Qualifications and capabilities of the staff to be assigned to NCRTD's contract including licenses, certifications, and years of experience.

c. Experience and Capacity

1. Provide a minimum of three clients, preferably public transit or governmental agencies, that the firm has provided services similar to NCRTD's requirements. Provide the address, phone number, email (if available) and contact name for the clients. Provide name(s) of staff from proposing firm that worked on the project.

2. Discussion and evidence of successful Transit Service Plans that proposer has developed. Proposer must state what measurements it used to determine that the Transit Service Plans have been successful.

d. Understanding of major work elements and project

1. This section shall clearly convey that the consultant understands the nature of the work, and issues related to providing the updated service plan for the District.

e. Approach and Management Plan

1. This section shall provide the firm's/team's proposed approach and management plan for providing the services. Include an organization chart showing the proposed relationships among consultant staff, District staff and any other parties that may have a significant role in the delivery of this project.

f. Staffing Plan

1. The proposal shall provide a staffing plan and an estimate of the total hours (detailed by position) required for each task included in the scope of services. Discuss the workload, both current and anticipated, for all Key Team Members, and their capacity to perform the requested services for the NCRTD transit service plan update according to your proposed schedule.

g. Work Plan and Schedule

1. This section shall include a description and schedule of how each task deliverable of the project will be completed. The Work Plan should be in sufficient detail to demonstrate a clear understanding of the project. The schedule should show the expected sequence of tasks and include durations for the performance of each task, milestones, submittal dates and review periods for each submittal. Discuss the firm/team's approach for completing the requested services for this project on schedule.

h. Cost Control

1. Provide information on how the firm/team will control project costs to ensure all work is completed within the negotiated budget for the project. Include the name and title of the individual responsible for cost control.

i. Cost

1. Provide a detailed cost proposal for the project including costs by task for consultant labor and other direct costs.

3.4 MODIFICATION OR WITHDRAWAL OF PROPOSALS

A modification of any part of a proposal already received will be accepted by NCRTD only if the modification is received prior to the Proposal Due Date.

A proposer may withdraw the entire proposal already received prior to the Proposal Due Date by submitting a written request for withdrawal executed by the proposer's authorized representative. After the proposed Due Date, a proposal may be withdrawn only if NCRTD fails to award the Contract within the proposal validity period or any agreed upon extension thereof. The withdrawal of a proposal does not prejudice the right of a proposer to submit another proposal within the time set for receipt of proposals.

This provision for modification and withdrawal of proposals may not be utilized by a proposer as a means to submit a late proposal and, as such, will not alter NCRTD's right to reject a late proposal.

3.5 PROPOSAL EVALUATION, NEGOTIATION AND SELECTION

b. General Information

1. Proposals will be evaluated, negotiated, selected and any award made in accordance with the criteria and procedures described in this section. Subject to the NCRTD's right to reject any or all proposals, the proposer will be selected whose proposal is found to be most advantageous to NCRTD, based upon consideration of the criteria. During the initial review of proposals, NCRTD reserves the right to request clarification of minor issues from any proposer to assure a complete understanding of their offer and to adjust any evaluations made with incorrect or unclear information.

2. NCRTD will consider all the material submitted by the proposer and related evidence NCRTD may obtain to determine whether the proposer is capable of and has a history of successfully completing contracts of the type solicited. A clear and complete response to the solicitation is critical so that the evaluation team may adequately understand all aspects of the proposal.

3. Proposer's shall furnish acceptable evidence of their ability to perform, such as financial stability and the ability to obtain the necessary personnel when requested by NCRTD. Refusal to provide requested information may cause the proposal to be

rejected.

4. The evaluation team will make such investigations as are considered necessary for complete evaluation. The evaluation team will employ those evaluation criteria set forth in this RFP or in addenda that may be issued. The evaluation criteria shall be deemed to include any unstated sub criterion that logically might be included within the scope of the stated criterion.

5. NCRTD reserves the right to select proposals that are in a competitive range, conduct discussions, and request Best and Final Offers. NCRTD also reserves the right to make an award without discussions or requesting Best and Final Offers.

6. After reviewing Proposals, NCRTD has the right to invite none, one, or more proposers to make a presentation and be interviewed at NCRTD offices. The decision to invite none, one, or more proposers to make a presentation and be interviewed will be at NCRTD's sole discretion and not open to negotiation with proposers who are, or are not, invited to present their Proposals and be interviewed. Not all proposers may be invited. Proposers who are invited to make a presentation and be interviewed do so at their own expense and are not guaranteed award of a Contract. NCRTD will not reimburse any expenses incurred by a proposer.

7. Proposers making presentations are solely responsible for communicating their ideas, solutions, strengths, etc. within the time limit provided for their presentation and interview. NCRTD is not responsible for communication the proposer fails to provide within the time limit allowed. Proposers will be made aware of the time limit when a presentation and interview are scheduled.

8. While NCRTD may make available the audio-visual equipment it has available on site for proposers to use during their presentation and interviews, NCRTD is not responsible for equipment failures or power outages, and will not be obligated to schedule another presentation or interview for the proposer should equipment failures or power outages affect the proposers presentations and interviews. Proposers are welcome to bring their own equipment as appropriate.

9. It is the responsibility of the proposer to submit a clear and complete Proposal. Proposers must not assume that they will have another opportunity (presentation, interview or otherwise) to clarify or further discuss their capabilities/qualifications beyond the Proposal they submit.

c. Opening of Proposals

Proposals will not be publicly opened. All proposals and evaluations will be kept strictly confidential, as allowed by law, throughout the evaluation, negotiation and selection process. Only the members of the evaluation team and other NCRTD officials, employees and agents that have a legitimate interest will be provided access to the proposals and evaluation results during this period.

d. Evaluation Criteria

The selection of a successful proposer will be based on the following criteria:

1. Quality and approach of proposal:

   a. Proven experience of firm
   b. Proven experience of staff proposed to work on this project
   c. Understanding of objectives
   d. Methodology and procedures
   e. Work plan/schedules/time lines

2. Cost and/or fees;

3. Organizational, personnel and resources:

   a. Organization and management
   b. Experience and qualifications of proposed staff

4. Conformance to Requirements and Specification: The degree to which the proposer and content of the proposal meet the requirements of the RFP.

j. Evaluation Procedures

1. NCRTD may conduct at its sole discretion discussions with all proposers. The extent of discussions/demonstrations will vary with the nature and the quality of the proposals. The basic purposes of the discussions are to review any shortcomings or deficiencies in the proposal, to discuss any listed deviations or exceptions, to clarify any information or questions the evaluation team may have concerning the proposal.

2. Evaluations will be made in accordance with all of the evaluation criteria and procedures. NCRTD will select for any award the highest ranked proposal from a responsible, qualified proposer, which does not render this procurement financially infeasible, and is judged to be most advantageous to NCRTD based on consideration of the Evaluation Criteria.

k. Confidentiality of Proposals

1. Access to government records is governed by State of New Mexico law. Except as otherwise required by State Statutes, the NCRTD will exempt from disclosure proprietary information, trade secrets and confidential commercial and financial information submitted in the proposal. Any such proprietary information, trade secrets or confidential commercial information, which a proposer believes should be exempted from disclosure, shall be specifically identified and marked as such. Blanket- type identification by designating whole pages or sections as containing proprietary information, trade secrets or confidential commercial and financial information will not assure confidentiality. The specific proprietary information, trade secrets or confidential commercial and financial information must be clearly identified as such.

2. The proposer shall submit proprietary information, trade secrets or confidential commercial and financial information, which a proposer believes should be exempted from disclosure, in a separate volume specifically identified and marked as such as an appendix to the proposal.

3. Upon a request for records from a third party regarding this proposal, NCRTD will notify in writing the party involved. The involved proposer shall indemnify NCRTD's defense costs associated with its refusal to produce such identified information; otherwise, the requested information may be released.

4. NCRTD shall employ sound business practices no less diligent than those used for NCRTD's own confidential information to protect the confidence of all licensed technology, software, documentation, drawings, schematics, manuals, data and other information and material provided by proposer's and the proposer pursuant to the Contract which contain confidential commercial or financial information, trade secrets or proprietary information as defined in or pursuant to the State of New Mexico laws against disclosure of such information and material to third parties except as permitted by the Contract. The proposer shall be responsible for ensuring that confidential commercial or financial information, trade secrets or proprietary information, with such determinations to be made by NCRTD in its sole discretion, bears appropriate notice relating to its confidential character.

3.6 RESPONSE TO PROPOSALS

a. Notice of Award : The contract shall be deemed to include all provisions of this RFP, and all provisions required in public contracts by local, state and federal law.

b. Notice to Unsuccessful Proposers: NCRTD will inform unsuccessful proposers who were within the competitive range at the time negotiations closed of the following information:

1. The number of prospective proposers solicited by the NCRTD;
2. The number of proposals NCRTD received; and
3. The name of the successful proposer.

NCRTD will try to give the notice under this paragraph promptly after contract award. NCRTD's failure to give that notice shall not be deemed to affect the validity of the contract.

c. Acceptance/Rejection of Proposals

1. NCRTD reserves the right to reject any or all proposals for any reason it deems valid at its sole discretion, to undertake discussions with one or more proposers, and to accept that proposal or modified proposal which, in its judgment will be most advantageous to NCRTD, price and other evaluation criteria considered. NCRTD reserves the right to consider any specific proposal that is conditional or not prepared in accordance with the instructions and requirements of this RFP to be noncompetitive. NCRTD reserves the right to waive any defects, or minor informalities or irregularities in any proposal that do not materially affect the proposal or prejudice other proposer's.

2. If there is any evidence indicating that two or more Proposer's are in collusion to restrict competition or otherwise engaged in anti-competitive practices, the proposals of all such Proposer's shall be rejected and such evidence may be a cause for disqualification of the participants in any future solicitations undertaken by NCRTD.

3. NCRTD may reject a proposal that includes unacceptable deviations.

d. Single Proposal Response

If only one proposal is received and it is found by NCRTD to be acceptable, a detailed price/cost proposal may be requested of the single Proposer. A price or cost analysis, or both, possibly including an audit, may be performed by or for NCRTD of the detailed price/cost proposal in order to determine if the price is fair and reasonable. The Proposer has agreed to such analysis by submitting a proposal in response to this RFP. It should be recognized that a price analysis through comparison to other similar procurements must be based on an established or competitive price of the elements used in the comparison. The comparison must be made to a purchase of similar quantity, involving similar specifications and in a similar period. Where a difference exists, a detailed analysis must be made of this difference and costs attached thereto. Where it is

impossible to obtain a valid price analysis, it may be necessary to conduct a cost analysis of the proposed price. A cost analysis is a more detailed evaluation of the cost elements in the Proposer's Offer. It is conducted to form an opinion as to the degree to which the proposed costs represent what the Proposer's performance should cost. A cost analysis is generally conducted to determine whether the Proposer is applying sound management in proposing the application of resources to the contracted effort and whether costs are allowable, allocable, and reasonable. Any such analyses and the results there from shall not obligate NCRTD to accept such a single proposal; and NCRTD may reject such proposal at its sole discretion.

e. Cancellation of Procurement

NCRTD reserves the right to cancel the procurement, for any reason at its sole discretion, at any time before the Contract is fully approved and executed on behalf of NCRTD. NCRTD will not pay Proposers any costs incurred in the preparation of a proposal responding to this RFP.

SECTION 4 - SPECIAL PROVISIONS

CONTRACT DOCUMENTS

All parts of the Contract Documents are intended to be correlated so that any work called for in one part and not mentioned in the other, or vice versa, is to be executed the same as if mentioned in all said documents. Wherever conflicting, contradictory, or redundant statements exist between the Scope of Services and the other sections of the RFP document, the other sections of the RFP take precedence.

4.1 MODIFICATION TO CONTRACT

a. Written Change Orders

Oral change orders are not permitted. No change in the contract shall be made unless NCRTD gives prior written approval. The Proposer shall be liable for all costs resulting from, and/or for satisfactorily correcting, any specification change not properly ordered by written modification to the contract signed by NCRTD. A properly executed change order takes precedence over previous executed contract provisions.

b. Change Order Procedure

Within fifteen (15) calendar days after receipt of the written change order to modify the contract, the Proposer shall submit to NCRTD a detailed price and schedule proposal for the work to be performed. This proposal shall be accepted or modified by negotiations between the

Proposer and NCRTD. At this time, a detailed modification shall be executed in writing by both parties.

4.2 TERM OF CONTRACT AND RENEWAL

a. The Contract will be for the creation and submission of Deliverables as specified in this RFP. All Deliverables must be accepted by NCRTD to be deemed to meet the requirements of the RFP and resulting contract. Upon pre-award approval by the NCRTD Board of Directors, NCRTD will issue a One (1) year Contract. Upon Award, the Proposer will begin work and maintain a schedule set forth in the Time Line presented in their Proposal and agreed upon by NCRTD.

b. Change Orders to extend the term of the Contract may be made by NCRTD.

4.3 RESERVED RIGHTS OF NCRTD IN SOLICITATION PROCESS

In addition to all other rights of NCRTD under New Mexico and Federal law, NCRTD reserves the following:

a. NCRTD reserves the right to rank firms and negotiate with the highest ranking firm. Negotiation with an individual Proposer does not require negotiation with others.

b. NCRTD reserves the right to select the proposal that it believes will serve the best interest of NCRTD.

c. NCRTD reserves the right to reject any and all proposals.

d. NCRTD reserves the right to remedy or waive technical or immaterial errors in the RFP.

e. NCRTD reserves the right to request any necessary clarifications or proposal data without changing the terms.

f. NCRTD reserves the right to make selection of the proposer to perform the services required based on the original proposals without negotiations.

g. NCRTD reserves the right to make all final determination as to whether the services and scope of service have been satisfactorily completed.

4.4 PROTEST PROCEDURES

a. General Procedures

1. Any proposer or proposer whose direct economic interest would be affected by the award of the Contract or the failure to award the Contract may file a protest, claim or dispute with NCRTD pursuant to the protest procedures attached hereto as Exhibit # B prior to filing any protest,

claim or dispute with the NCRTD.

2. Protests, claims or disputes, where applicable, shall be in writing and filed with NCRTD directed to the Executive Director 1327 North Riverside Drive, Espanola, New Mexico 87532. Failure To Comply With Any Of The Requirements May Result In Rejection Of The Protest.

REQUIRED FORMS AND CERTIFICATIONS

ADDENDA

The undersigned acknowledges receipt of the following addenda to the document:

Addendum No. , Dated _____

Addendum No. , Dated _____

Addendum No. , Dated _____

Failure to acknowledge receipt of all addenda may cause the bid to be considered non-responsive to the solicitation. Acknowledged receipt of each addendum must be clearly established and included with the offer.

The undersigned understands that any conditions stated above, clarifications made to above or information submitted on or with this form other than that requested, will render bid unresponsive.

_____

(Name of Individual, Partnership or Corporation)

_____

(Address)

_____

(Authorized Signature)

_____

(Date)

AGREEMENT OF GOODS and SERVICES

To: North Central Regional Transit District
1327 North Riverside Drive
Espanola, NM 87532

The undersigned hereby agrees to furnish the goods and services as listed below in accordance with the specifications which have been carefully examined and are attached.

Signed: _____

Printed Name: _____

_____ Title: _____

Date: _____ Telephone: _____

For (Company): _____

Address:

_____

CERTIFICATE OF NON COLLUSION

I hereby swear (or affirm) under penalty of perjury:

1. That I am the Bidder or an officer or employee of the bidding corporation having authority to sign on its behalf (if the Bidder is a corporation);

2. That the attached bid has been arrived at by the Bidder independently and has been submitted without collusion and without any agreement, understanding, or planned course of action with any other vendor of materials, supplies, equipment, or service described in the Invitation for Bid, designed to limit independent bids or competition;

3. That the contents of the bid has not been communicated by the Bidder or its employees or agents to any person not an employee or agent of the Bidder or its surety on any bond furnished with the Bidder, and will not be communicated to any such person prior to the official opening of the proposals; and,

4. That I have fully informed myself regarding the accuracy of the statement made in this affidavit.

Signed _____

Firm Name _____

Subscribed and sworn to before me this _____day of _____ , 2012

Notary Public

My commission expires_____ ,

Proposers E.I. Number _____
(Number used on employer's Quarterly Federal Tax Return)

Exhibit A

Existing Transit Service Plan

North Central Regional Transit District (NCRTD) Update of the 2006 Service Plan 2008-2013

NEW MEXICO RAIL RUNNER

October 2008

Gannett Fleming West, Inc.

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I. EXECUTIVE SUMMARY

In May of 2006, the NCRTD was presented with a comprehensive Service Plan.

It included four key elements that gave the NCRTD clear direction for many years.

1) Role of the NCRTD
    - Coordination of existing services in the three county areas leading to consolidation where appropriate. (Taos County joined the NCRTD in March 2008).
2) Service Improvements
    - Expansion of existing local service and introduction of regional connections based on the model of a regional network of services.
3) Cost for service
    - To fully implement the 2006 Plan the annual cost would range from $5 million to eventually graduating to an $8 million full service program annually.
4) Options to pay for service
    - Introduce a Gross Receipt Tax as soon as possible.
    - Aggressively pursue all appropriate and eligible state and federal grants.
    - Establish a regional fare structure that encourages ridership.
    - Seek local municipal contributions as an additional means to provide matching funds.

This update is a continuation of the adopted 2006 Service Plan. Since the lack of stable local funds to support the NCRTD has yet to be realized, the plan is still relevant and continues to provide a clear and realistic path for success. This Service Plan is subject to review and adjustment as needed to accommodate the area and ridership demands.

When the NCRTD was formed in 2004 there was significant interest to make sure the citizens represented in the boundaries of the NCRTD would see new opportunities for mobility and access to critical services. In the short time the system has been operating the demand for more and better mobility options has dominated the issues confronting the Agency. Because of the lack of state and federal funds the NCRTD has provided only a minimal level of service to many parts of the Region. Residents have had hopes that the RTD would meet their specific mobility needs but the lack of stable funding has left residents isolated with minimal choice. As recently as November 2007, the State Department of Transportation presented a "Transportation Focus on the Future" report that concluded that to meet just 20% of the identified statewide rural public transportation needs, over $30 million per year is needed. This would provide just the basic service to many areas of the state and indeed falls far short in addressing the true lifeline mobility needs of the residents.

Two additional studies and regional efforts have been presented in August 2008. The Northern New Mexico Regional Economic Development Institute presented the Progress through Partnership Project. It is important to note that the NCRTD is a partner in this project. All four counties that comprise this study group are members of the RTD. Also in August 2008, the results and recommendations from the New Mexico First Organization's town hall meeting were presented. The meeting's theme was Sustainable Transportation: Paying Our Way From Here to There. The findings were not exclusively about roads and highways - public transportation was discussed and was included in the mix of issues and options that must be considered.

The NCRTD agrees with these studies and finds it unacceptable to allow the lifeline services to fall significantly short of the expressed demand and is committed to address the problem.

Although faced with many challenges over the last two years, the NCRTD has made an impressive start. There is much more to do and this update looks at what milestones have been met and provides a series of recommendations as to what is next in meeting the key elements of the 2006 Service Plan.

Significant milestones to date:

- Adoption of Mission Statement.
- Adoption of Goal and Objectives which now guide the District.
- Consolidation in July 2007 of the Española-Rio Arriba transit service.
- Implemented eleven fixed routes.
- Management of the shuttle service which started in April 2007 between Eldorado and Santa Fe.
- Opening Celebration - October 5, 2007.
- NCRTD started operating service on October 2007.
- Addition of Taos County to the NCRTD in March 2008.
- Implementation of new mid-day service to Los Alamos.
- Coordinated grant applications with Rio Arriba County, City of Española, NCRTD and the Tribal Governments.
- Adoption of a regional fare policy.
- The development of a downtown transit exchange in Espanola. Provides easy connections and transfers to all busses traveling to and from downtown Espanola.
- Action leading to a stable, reliable funding source.
- Coordinated service expansion plans with existing providers.
- Growth in ridership. From October 2007 to August 2008 a 122% increase was realized.
- Establishment of a fleet management plan.
- Award of Federal funding for major capital projects.
- Service to Santa Clara, Tesuque Pueblos, and Ohkay Owingeh.
- NCRTD Website.
- NCRTD TV Commercial.

II. MISSION STATEMENT, GOALS AND CURRENT CONDITIONS

The Mission of the NCRDT is to provide safe, secure and effective public transportation within North Central New Mexico, in order to enhance the quality of life of our citizens, by providing mobility options and to spur economic development throughout the region.

The six Goals as presented in Section II of this update have clearly served as guiding principles for the NCRTD. These goals provide the basis and rationale for having the Regional Transit District.

Goal 1 and 3 are the most critical in the early development of the RTD and the Agency must move forward aggressively to see that these goals are realized. The citizens deserve access to the most critical lifeline services. These services are defined as an indispensable trip, such as for medical, education and employment and are the most basic and real in terms of need.

Goal 1: Establish a reliable and adequate source of financing for NCRTD transit services.

Goal 2: Increase personal mobility so that more people can contribute to, and participate in, the economic and social life of the larger community.

Goal 3: Ensure that citizens of the NCRTD have access to critical lifeline services.

Goal 4: Ensure that the NCRTD Service Plan is consistent and complementary to the Regional Transportation Policy Plan.

Goal 5: Refine a set of performance targets that permits the Board to make decisions to maximize the use of all funds made available to the NCRTD.

Goal 6: Reduce dependence on the private auto to contribute to improved air quality, reduce urban sprawl and lower levels of traffic congestion.

The NCRTD is now at a critical juncture as it debates "what it is and what it should be". The Board has reviewed the established Goals and Objectives adopted in 2006 to determine how best to move forward. The results of that survey and the conclusions reached at the March 14, 2008 Board Retreat have been incorporated into this Update.

The next step in the evolution of the NCRTD is to implement Goal #1. "Establish a reliable and adequate source of financing for NCRTD transit service".

Why?

The uncertainty of any state or federal funding to provide the needed financial resources is real. The opportunity for a state public transit fund continues to be debated but no foreseeable solution is at hand. The Legislature will include the issue of sustainable public transportation funding as part of the 2009 Legislative session. It is important to note that the Legislature has authorized the establishment of RTD's, including the funding mechanism.

Federal grant funding continues to be illusive as well. The NCRTD has applied for many grants and has been funded on a partial basis. Although the NCRTD has received a grant for buses, vans, shelters, and bus stop signs, the fate of their newest grant application for a maintenance/operation and administration facility is pending. In addition the NCRTD will continue to apply for Federal Tribal Funds.

The substantial local contributions by NCRTD members for grant matching purposes is to be commended but these contributions also have long-term uncertainty.
In order for the citizens of the NCRTD to fully support the public transportation opportunities of now and in the future, they must be certain that the service is and will be available in a stable, ongoing and reliable form. In addition, the public will constantly evaluate the level and quality of service provided.

The value of the service currently being provided by the NCRTD is critical to a limited clientele, but the broad appeal to the general population is limited without significant service improvements and funding throughout the region.

Goal # 2 and 3. Increase personal mobility and access to critical lifeline services.

The consultant team looked at what transit services are currently being provided to the citizens of the NCRTD area and what **increased** service would look like in each of the four Counties as well as the Pueblos.

Increased service remains one of the top priorities for those passengers dependent upon public transit. Increased service would improve the flexibility for passengers offering more choice and travel options. Offering more service provides a greater incentive for new users to access public transit. Increased service opens the door for residents in more remote areas to access employment as well as shopping, recreation and medical services that might never have had the opportunity to do before.

Goal # 4. The consultant team has reviewed the "Transportation Focus on the Future" report dated November 2007. This report was prepared by Cambridge Systematic at the direction of New Mexico's Office of Lieutenant Governor. The conclusions of the "Sustainable Transportation Town Hall" report of August 2008 developed by the NMDOT and the NM Association of Regional Councils and the "North Central Regional Economic Strategic Plan" are currently being developed in partnership with the Counties of Santa Fe, Rio Arriba, Los Alamos and Taos.

The report provided significant insight into the quandary New Mexico has, to support the overall transportation of the State. Throughout the document there was reference to the need for public transportation both in an urban and rural setting. The most dramatic information came from the results of a study conducted by AARP. The Senior Transportation Study concluded that the needs of the seniors will become even more significant in the coming years with the aging of the population. The report's conclusion was that much more must be done to address the shortfall between needs and actual service.

The "Focus on the Future" report also stated that to meet 20% of identified statewide rural public transit needs over $30 million per year is needed.

The consultant study team finds that the action being taken by the NCRTD to seek local funding shows real leadership in tackling a major transportation problem for a significant portion of the population. The NCRTD Board is to be commended for their approach and vision for the future. The recommended improvements in this update will go a long way to address the issues raised in the Focus on the Future and the AARP report.

Goal # 5 NCRTD is developing this regional transit program in concert with the Counties and local communities with its boundaries.

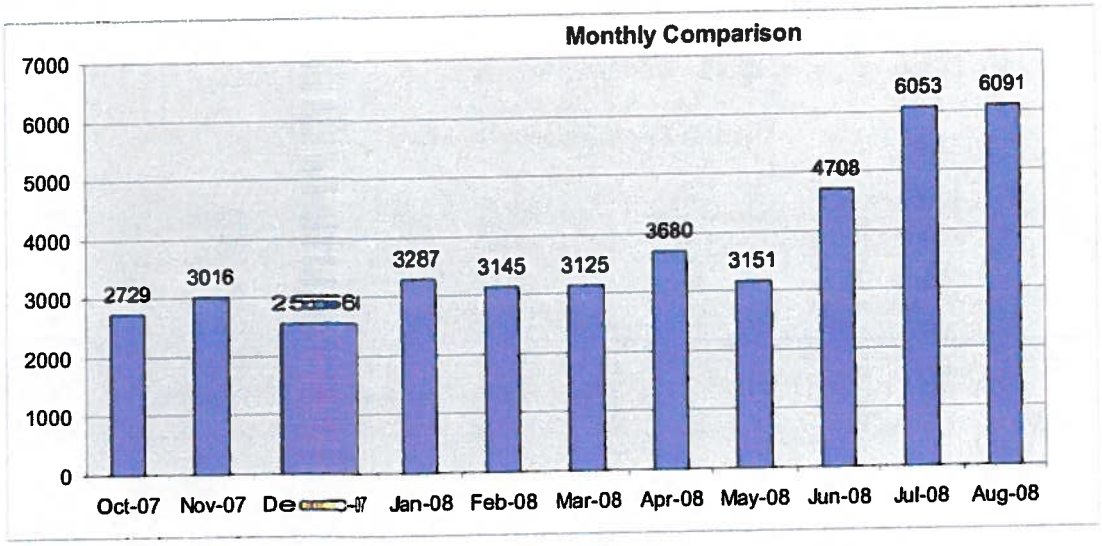
These performance measures provided by the DOT would include such statistics as those shown in the following table. Note – these measures will be updated in 2010.

Table 1- Performance Measures

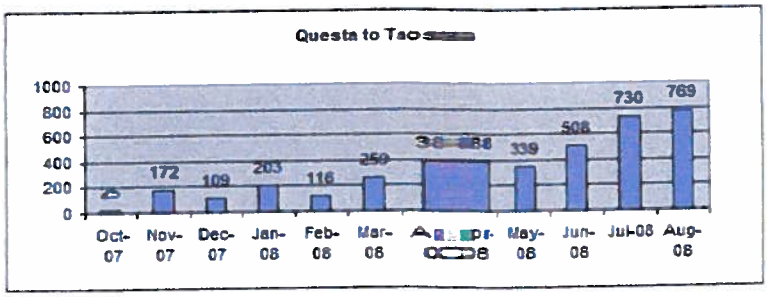
Total Trips		Operating Cost per Veh. Hour
Vehicle Hours		Operating Cost per Veh. Mile
Vehicle Miles		Passengers per Veh. Mile
Cost per Passenger Trip		Fare Recovery Ratio
Cost per Vehicle Mile		
Cost per Vehicle Hour		

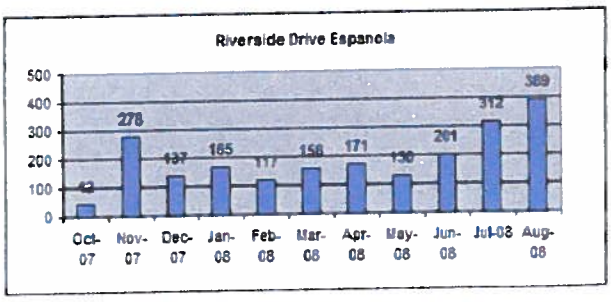
Goal #6 Reduce dependence on the auto, improve air quality.
The NCRTD has aggressively pursued a partnership with the State DOT and SECA to reduce the dependence on the private auto by supporting peak time commuter option services. More regional connection is needed and is proposed in this study. Now with the Rail Runner soon to begin service to Santa Fe, the NCRTD is preparing to implement feeder service to and from the train.

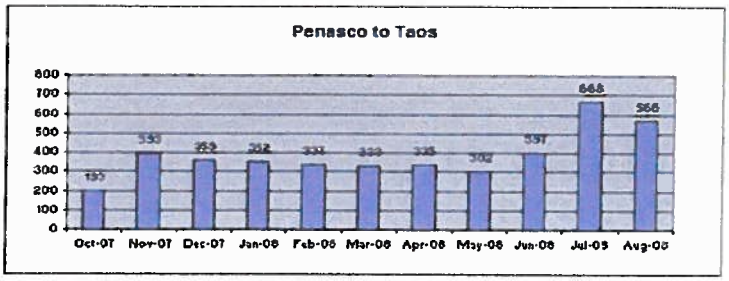
Current NCRTD Ridership - August 2008



Oct-07	First month of operation
Nov-08	Free fare month
Dec-07	Schools closed for snow and Holidays
Jan-08	Promotion of RTD
Feb-08	Short month and holiday
Mar-08	Demand response decline/cold weather
Apr-08	18% increase
May-08	17% decrease - holiday and spring school break reduces riders
Jun-08	49.5% increase in ridership-free month-gas prices
Jul-08	28.5% increase in ridership-free month-gas prices
Aug-08	Increase of 38 trips



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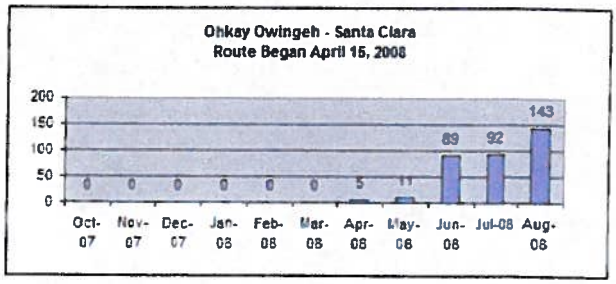
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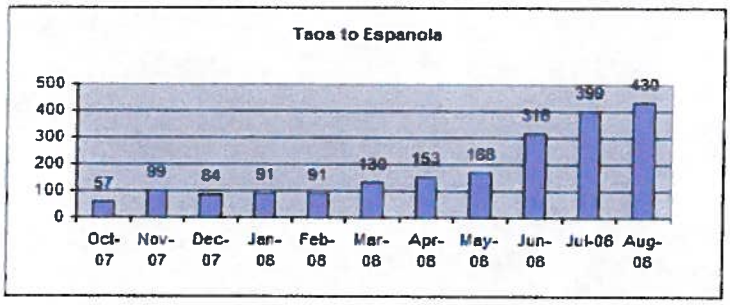
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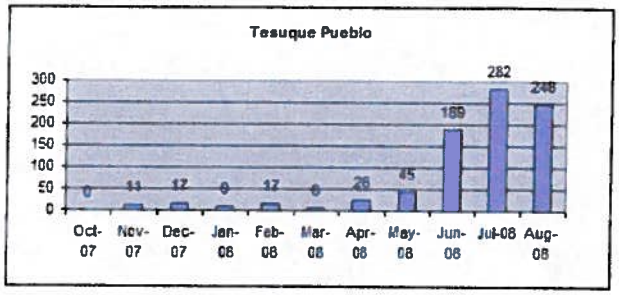
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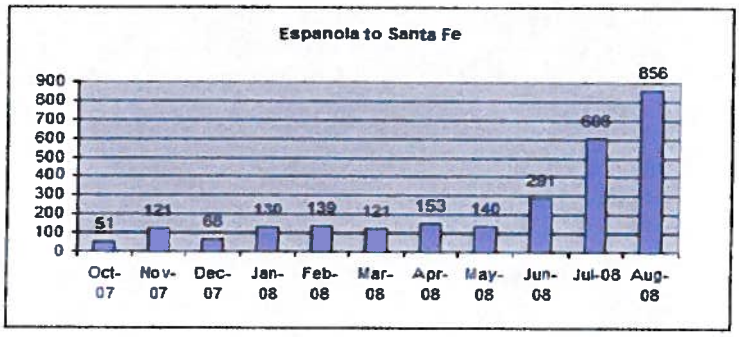
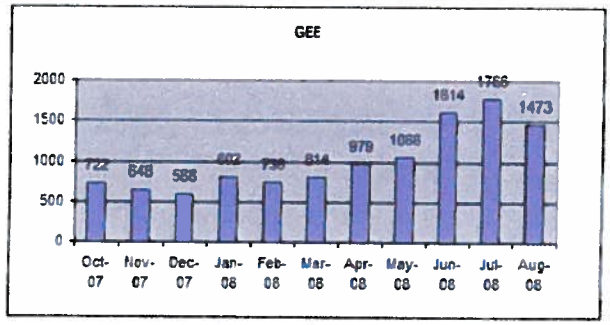
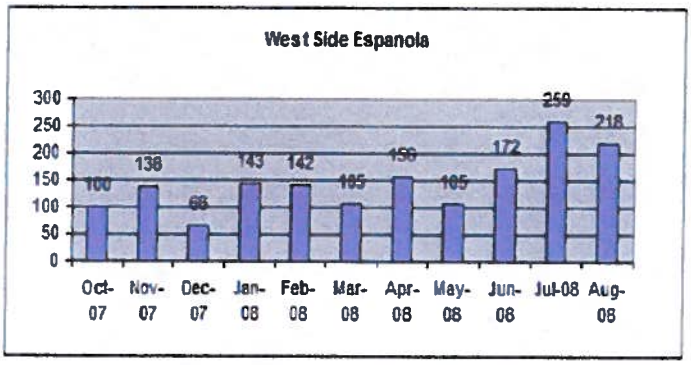
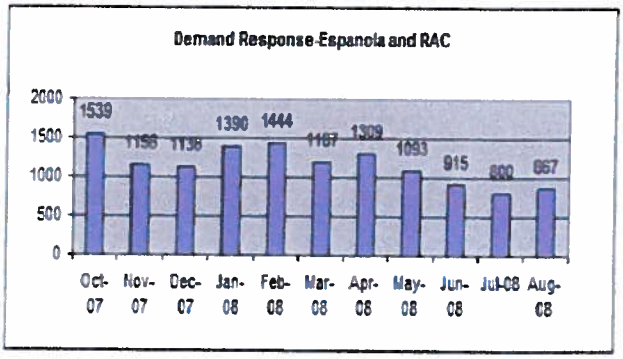
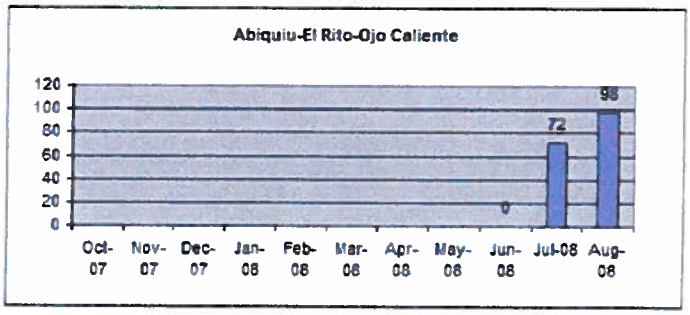
Oct-07 Nov-07 Dec-07 Jan-08 Feb-08 Mar-08 Apr-08 May-08 Jun-08 Jul-08 Aug-08

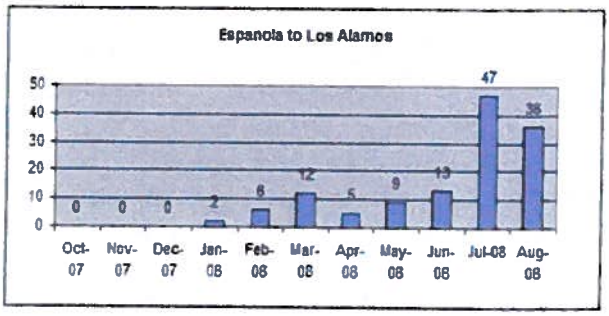

Espanola to Santa Fe
900
800
700
600
500
400
300
200
100
0
51 121 68 130 139 121 153 140 291 608 856
Oct-07 Nov-07 Dec-07 Jan-08 Feb-08 Mar-08 Apr-08 May-08 Jun-08 Jul-08 Aug-08


GEE
2000
1500
1000
500
0
722 648 588 802 736 814 979 1088 1514 1766 1473
Oct-07 Nov-07 Dec-07 Jan-08 Feb-08 Mar-08 Apr-08 May-08 Jun-08 Jul-08 Aug-08


West Side Espanola
300
250
200
150
100
50
0
100 138 68 143 142 105 156 105 172 259 218
Oct-07 Nov-07 Dec-07 Jan-08 Feb-08 Mar-08 Apr-08 May-08 Jun-08 Jul-08 Aug-08


Demand Response-Espanola and RAC
2000
1500
1000
500
0
1539 1156 1136 1390 1444 1167 1309 1093 915 800 867
Oct-07 Nov-07 Dec-07 Jan-08 Feb-08 Mar-08 Apr-08 May-08 Jun-08 Jul-08 Aug-08

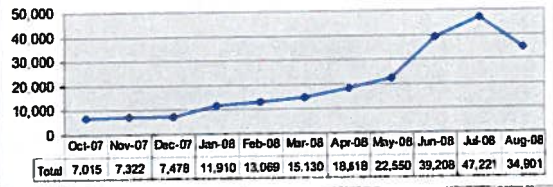

Abiquiu-El Rito-Ojo Caliente
120
100
80
60
40
20
0
0 72 98
Oct-07 Nov-07 Dec-07 Jan-08 Feb-08 Mar-08 Apr-08 May-08 Jun-08 Jul-08 Aug-08


Espanola to Los Alamos
50
40
30
20
10
0
0 0 0 2 6 12 5 9 13 47 38
Oct-07 Nov-07 Dec-07 Jan-08 Feb-08 Mar-08 Apr-08 May-08 Jun-08 Jul-08 Aug-08

Atomic City Transit - August 2008 Ridership Report

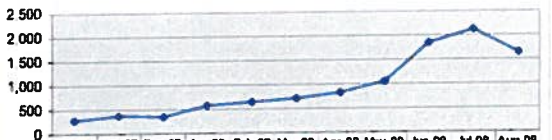
ATOMIC CITY TRANSIT

Total Passenger Trips



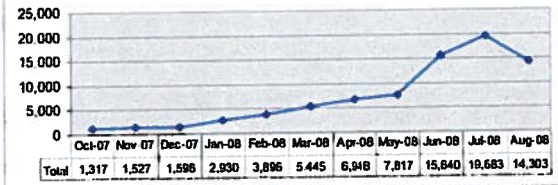
	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08
Total	7,015	7,322	7,478	11,910	13,069	15,130	18,618	22,550	39,208	47,221	34,901

Average Number of Passenger Trips Per Service Day



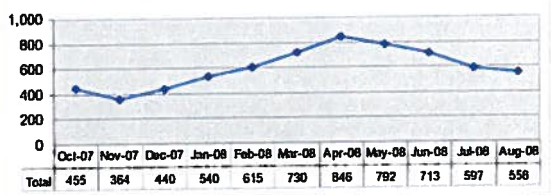
	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08
Total	305	385	374	596	653	720	846	1,074	1,867	2,145	1,662

Passenger Trip Totals for Downtown



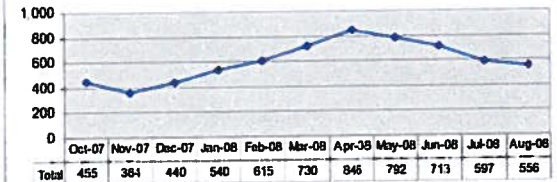
	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08
Total	1,317	1,527	1,598	2,930	3,896	5,445	6,948	7,817	15,640	19,683	14,303

Passenger Trip Totals for Dial-a-Ride



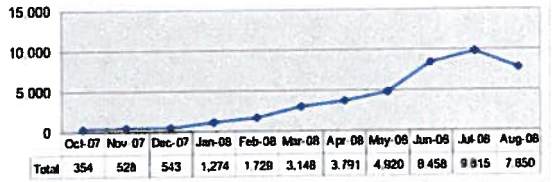
	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08
Total	455	364	440	540	615	730	846	792	713	597	558

Passenger Trip Totals for Dial-a-Ride



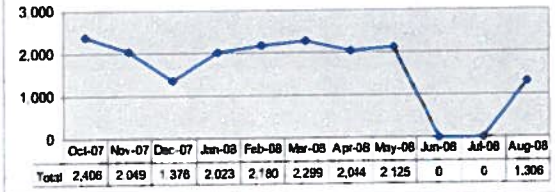
	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08
Total	455	364	440	540	615	730	846	792	713	597	556

Passenger Trip Totals for White Rock



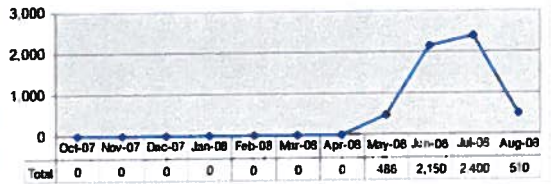
	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08
Total	354	528	543	1,274	1,729	3,148	3,791	4,920	8,458	9,815	7,650

Passenger Trip Totals for Schools



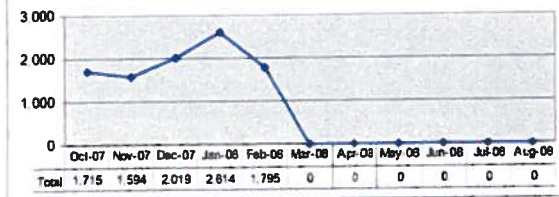
	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08
Total	2,406	2,049	1,378	2,023	2,180	2,299	2,044	2,125	0	0	1,306

Passenger Trip Totals for Youth Summer Service



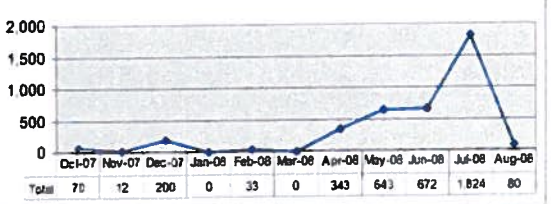
	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08
Total	0	0	0	0	0	0	0	486	2,150	2,400	510

Passenger Trip Totals for LANL



	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08
Total	1,715	1,594	2,019	2,614	1,795	0	0	0	0	0	0

Passenger Trip Totals for Special Events



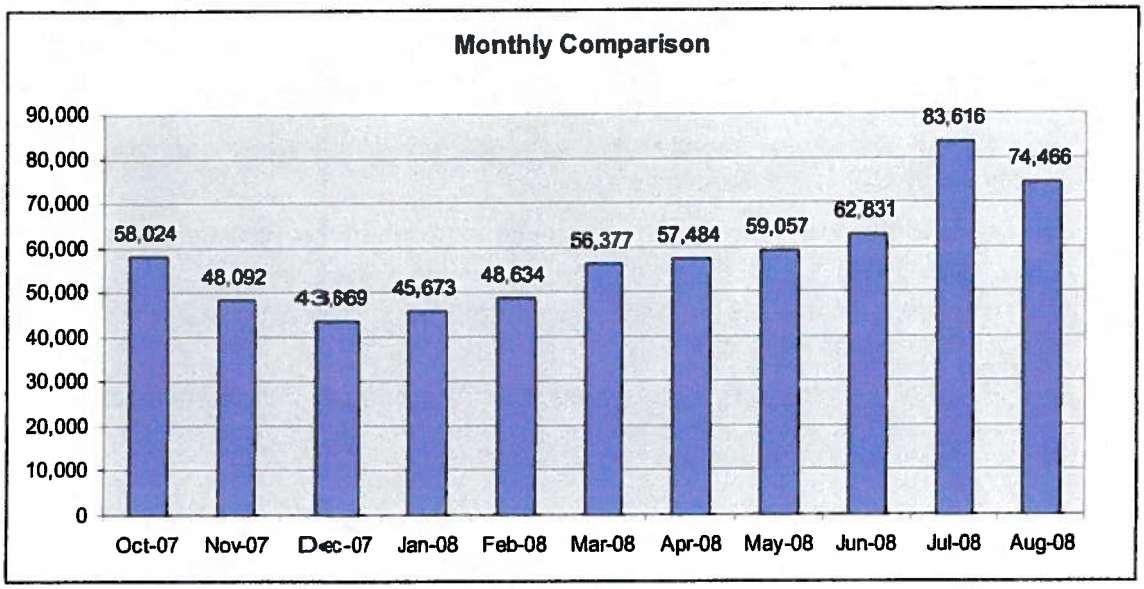
	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08
Total	70	12	200	0	33	0	343	643	672	1,824	80

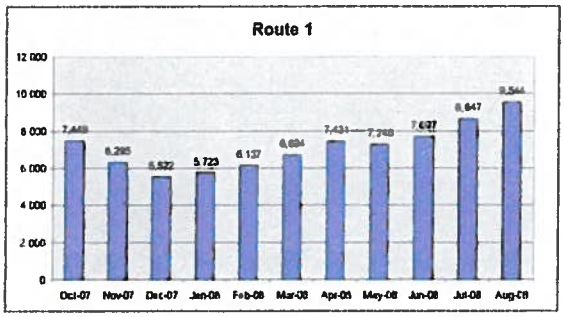
Please note the following items regarding overall ridership data:

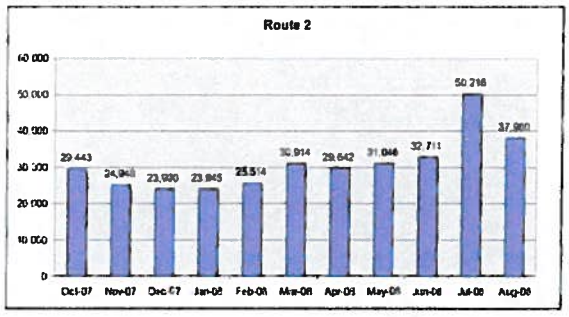
- Service Days per Month
  - October – 23 days
  - November – 19 days
  - December – 20 days
  - January – 20 days
  - February – 20 days
  - March – 21 days
  - April – 22 days
  - May – 21 days
  - June – 21 days
  - July – 22 days
  - Aug – 21 days
- School began on August 18th, 2008 for the 2008/2009 school year.
- Special service between Sullivan Field and White Rock was provided on July 4th for fireworks display.
- School ended May 23rd, 2008 for the 2007/2008 school year. Youth Summer Service began May 27th.
- Rider contest, in coordination with Earth Day, took place the week of April 21 through April 2.
- LANL services were discontinued at 7:04 p.m. on Friday, February 22nd. Therefore, LANL services were provided for only 15 days in February and zero days in March, April, May, and June.
- Breaks occurring in December and January services which impacted ridership:
  - LANL services did not run from Dec. 24, 2007 thru Jan. 1, 2008 due to their winter break.
  - After school services did not run from Dec. 24, 2007 thru Jan. 4, 2008 due to the schools winter break.

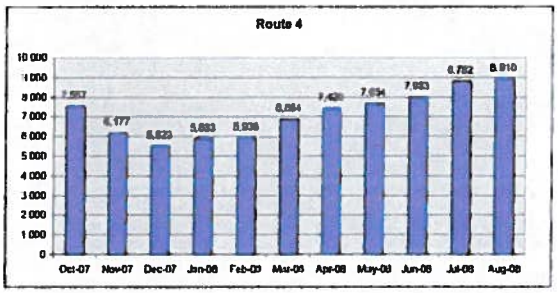
Santa Fe Trails Ridership – August 2008

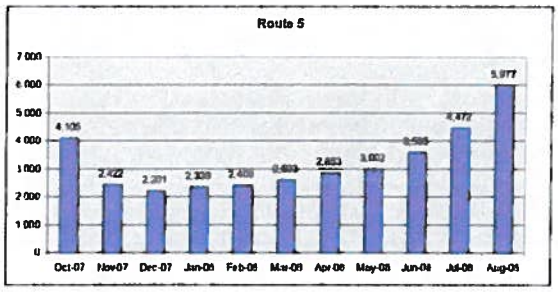
SANTA FE TRAILS

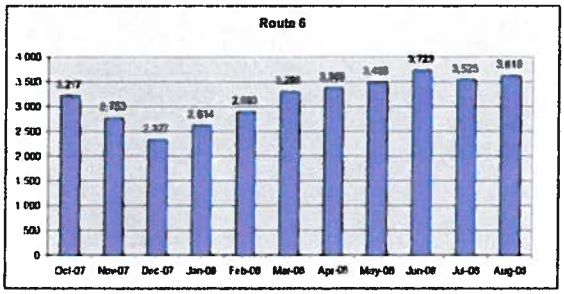


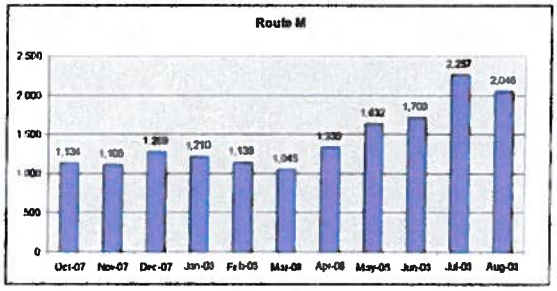

Route 1
12 000
10 000
8 000
6 000
4 000
2 000
0
7,449
6,295
5,522
5,723
6,137
6,694
7,431
7,248
7,627
8,647
9,544
Oct-07
Nov-07
Dec-07
Jan-08
Feb-08
Mar-08
Apr-08
May-08
Jun-08
Jul-08
Aug-08

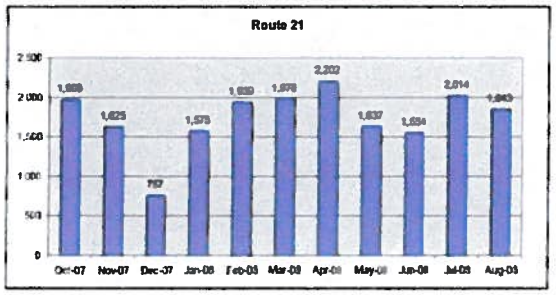

Route 2
60 000
50 000
40 000
30 000
20 000
10 000
0
29,443
24,948
23,930
23,945
25,514
30,914
29,642
31,046
32,711
50,216
37,900
Oct-07
Nov-07
Dec-07
Jan-08
Feb-08
Mar-08
Apr-08
May-08
Jun-08
Jul-08
Aug-08

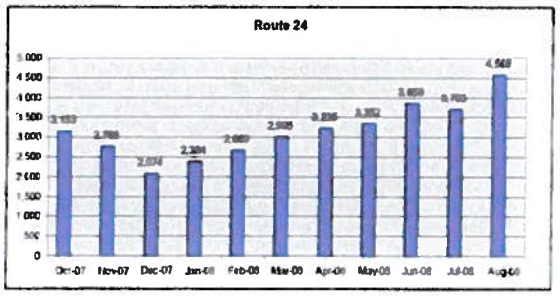

Route 4
10 000
9 000
8 000
7 000
6 000
5 000
4 000
3 000
2 000
1 000
0
7,567
6,177
5,822
5,883
5,936
6,884
7,429
7,694
7,983
8,782
8,910
Oct-07
Nov-07
Dec-07
Jan-08
Feb-08
Mar-08
Apr-08
May-08
Jun-08
Jul-08
Aug-08


Route 5
7 000
6 000
5 000
4 000
3 000
2 000
1 000
0
4,105
2,422
2,291
2,309
2,488
2,853
3,002
3,585
4,477
5,977
Oct-07
Nov-07
Dec-07
Jan-08
Feb-08
Mar-08
Apr-08
May-08
Jun-08
Jul-08
Aug-08


Route 6
4 000
3 500
3 000
2 500
2 000
1 500
1 000
500
0
3,277
2,753
2,327
2,614
2,880
3,286
3,369
3,488
3,723
3,525
3,610
Oct-07
Nov-07
Dec-07
Jan-08
Feb-08
Mar-08
Apr-08
May-08
Jun-08
Jul-08
Aug-08


Route M
2 500
2 000
1 500
1 000
500
0
1,134
1,108
1,269
1,210
1,139
1,045
1,330
1,632
1,709
2,257
2,046
Oct-07
Nov-07
Dec-07
Jan-08
Feb-08
Mar-08
Apr-08
May-08
Jun-08
Jul-08
Aug-08


Route 21
2 500
2 000
1 500
1 000
500
0
1,999
1,625
707
1,575
1,999
1,978
2,202
1,637
1,534
2,014
1,843
Oct-07
Nov-07
Dec-07
Jan-08
Feb-08
Mar-08
Apr-08
May-08
Jun-08
Jul-08
Aug-08


Route 24
5 000
4 500
4 000
3 500
3 000
2 500
2 000
1 500
1 000
500
0
3,153
2,788
2,074
2,384
2,889
2,925
3,236
3,352
3,659
3,705
4,569
Oct-07
Nov-07
Dec-07
Jan-08
Feb-08
Mar-08
Apr-08
May-08
Jun-08
Jul-08
Aug-08

III. SERVICE PLAN UPDATE

The plan focuses on the four member Counties – Santa Fe, Rio Arriba, Los Alamos and Taos and the five Pueblos – and the need for improved local and regional transit services.

The update shows the current picture of the service being provided and a recommended base level of new service that is consistent with the policies and objectives of the 2006 Plan.

A. RIO ARRIBA COUNTY INCLUDING CITY OF ESPAÑOLA

1. NCRTD Transit Service within the City of Española

The Española transit system is considered extremely well run, offering local residents a dependable and efficient service. The quality and level of service provided within the community has contributed to a much-used system and that popularity has been the main reason the service is now fixed-route regularly scheduled service. Also by way of information, most of the demand response service that was provided within the City of Espanola in 2006 has now been converted to a fixed route service.

When developing the service levels for Española the 2006 Service Plan considered three guiding principles:

- To increase the accessibility of transit to a larger number of residents within the community.
- To encourage more residents to consider the use of public transit by making improvements to the total service quality of the system.
- To coordinate local service, rural service within Rio Arriba County, regional connector service between Española, Los Alamos, Taos and Santa Fe and connections with Ohkay Owingeh and Santa Clara Pueblo

The current local service within Española has implemented two fixed routes:

Riverside Drive Route serving the main commercial core of Española in both north and south directions.

West Side Route serving Paseo de Onate, North Railroad Avenue and Coronado in both north and south directions.

Service on both routes is every 60 minutes from 6:00 am - 6:00 pm Monday through Friday.

The 2006 Service Plan proposed fixed route service east of Riverside along McCurdy, El Llano and Fairview Lane. Because of the narrowness of the road infrastructure and safety concerns through this section of Española, the area is being served by on demand service.

Also, currently there are three round-trips daily from Española to Santa Fe and two trips daily from Santa Fe to Española.

Service to Ohkay Owingeh began in April 2008, Service runs from El Duende, Chamita through the Pueblo to the casino south parking lot. This provides connections to Santa Fe, Taos and Riverside Drive in Española.

There are three trips daily between Espanola – Los Alamos-Pojoaque and the route connects with a bus in Pojoaque that travels to Santa Fe. This is mid day service and operates four hours per day.

2. Recommended Expansion of the Service in Española

The following enhancements are recommended:

- In order to attract more riders as well as giving existing riders more travel time choice it is proposed to increase frequency of service from every 60 minutes to every 30 minutes weekdays and weekends on the fixed route service.
- It is recommended to increase the hours of service from 6:00 am - 11:30 pm weekdays. The additional two hours in the evening will assist those residents who work late, attend the Northern New Mexico College or require connecting evening local service from Santa Fe or Los Alamos.
- Introduce service on Saturdays from 8:00 am - 8:00 pm to accommodate local residents who have requested Saturday service for work, shopping, recreation and social trips within the community.
- It is recommended to increase frequency between Española and Santa Fe to hourly during the weekday between 6:00 am - 8:00 pm weekdays and 8:00 am-8:00 pm weekends
- Continue to work with the City of Española Public Works Department to locate safe places for buses to stop along the routes.
- Los Alamos continues to be a destination for Española residents and it is recommended that regional connector service between Española and Los Alamos be provided during weekdays and weekends. The Los Alamos Medical Center is a major destination as are general trips for shopping, recreation and social reasons. Los Alamos is planning for major expansion of its retail development in the downtown area, making it an even more attractive destination for neighboring communities.
- Development of an off-street downtown Española transit exchange to accommodate local, rural and regional transit service providers is needed. A major downtown exchange would allow all buses to travel through the heart of downtown. The main downtown transit exchange is a critical component of the transit system. It is important that the location be highly visible as it is the first point of contact potential passengers has with their transit system. A highly visible centralized location makes the overall experience of using transit safer, more convenient and ultimately increases ridership.
- Rural service within Rio Arriba County, connecting service to Los Alamos, Taos and Santa Fe should all connect at the downtown exchange.

3. Future Considerations

The consultants are recommending some service additions and improvements to be considered in the future. These would take place if the community was receptive, ridership warranted and revenue was available. The cost of these improvements are not factored into this update.

- City of Española: Change 60-minute frequency to 30 minute for weekday and weekend trips between Española and Santa Fe. Hours of operation to stay the same.

4. Current NCRTD Transit Service in Rio Arriba County

The North Central Regional Transit District provides fixed route and ADA transit service in many areas of Rio Arriba County and is a lifeline for those residents within the more rural areas of the County.

The provision of rural transit service is a major challenge. The travel distance, time, poor road conditions and inclement weather make it difficult to adhere to a regular public transit schedule. Rural transit ridership is generally comprised of captive riders – those persons who have little or no other viable means of transportation, such as an automobile. In terms of demographics, this group is comprised primarily of seniors, the young and low-income persons.

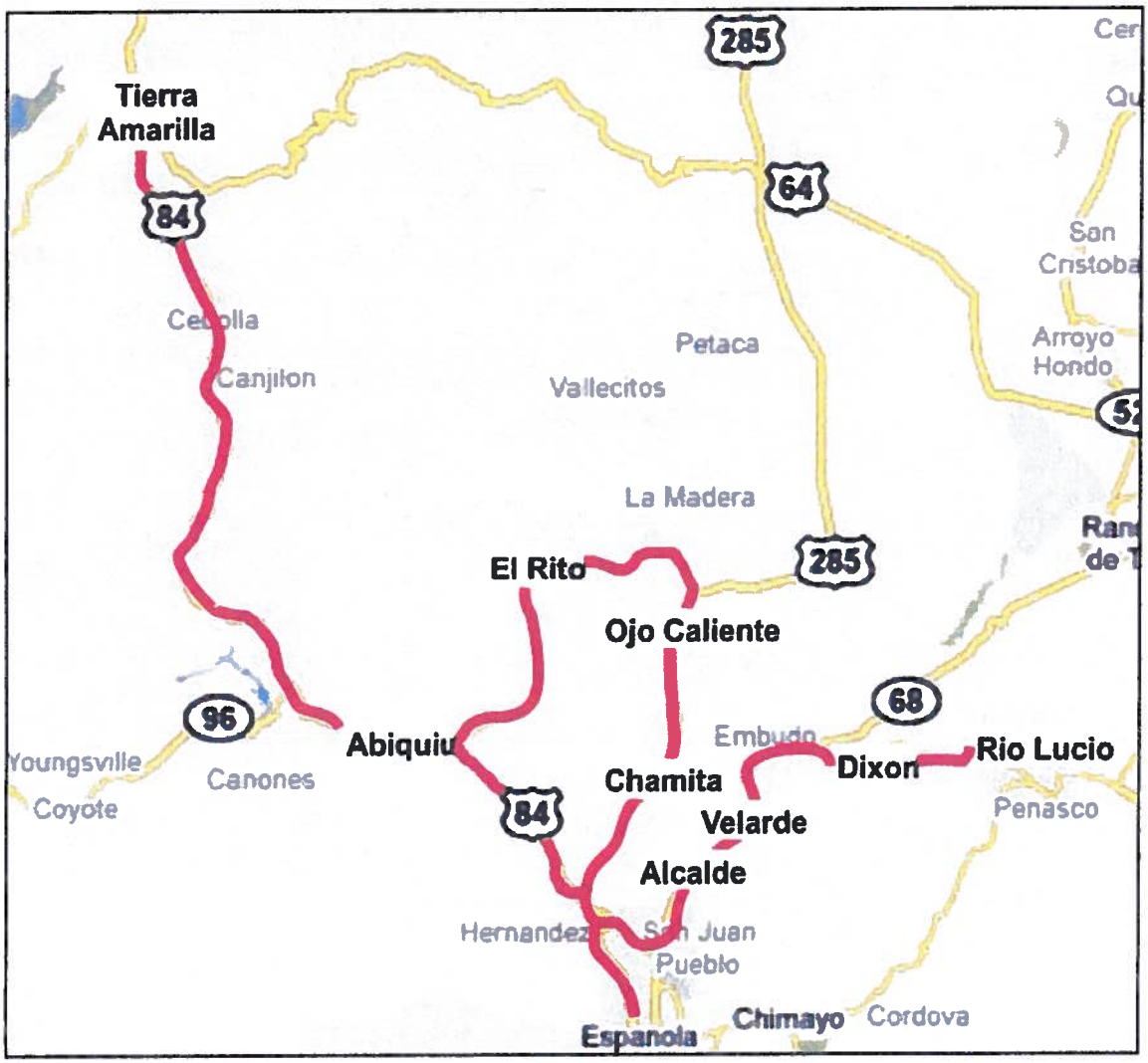
5. Recommended Expansion of Service in Rio Arriba County

The following enhancements are recommended:

- Provide service six days a week – Monday through Saturday – in line with the proposed City of Española transit service.
- Expand the hours of operation from 6:00 am - 8:00 pm weekdays matching the proposed service hours for the City of Española service.
- Introduce Saturday service from 8:00 am - 8:00 pm matching the proposed service within Española.
- Fixed rural service between Española and Tierra Amarilla on State Routes 84 and 64 should be implemented two days a week – Tuesday, Thursday. Tierra Amarilla is the location of the district court and a popular senior center. It is recommended that service be every three hours with departures from Española starting at 6:30 am and ending at 6:30 pm. It is understood that this service will not operate during the winter months when the road is hazardous or closed.
- Service between Espanola-Abiquiu-El Rito-Ojo Caliente has just started up with six trips per day between the towns.
- Consider fixed route service between Espanola and Alcalde CR 41. Currently this service is demand response. There are limitations due to safety concerns and staff will continue to evaluate.

- Currently service between Espanola and Velarde is demand response. Consideration is being given to change this service to fixed route. Service would be from 6:00 am - 7:00 pm M-F and 8:00 am - 7:00 pm on Saturday.
- Connections would be at Ohkay Owingeh for continuation to Santa Fe and Riverside Drive fixed route.
- Direct service between Rio Lucio-Dixon-Espanola should be considered. Currently there is no direct service between these three communities. Service would be from 6:00 am - 7:00 pm M-F and 8:00 am - 7:00 pm on Saturday.
- Expand hours of service to 6:00 am - 8:00 pm weekdays.
- Introduce Saturday service from 8:00 am - 8:00 pm.
- New or improved service to the following communities and towns: Abiquiu, El Rito, Ojo Caliente, Alcalde CR 41, Velarde, Rio Lucio, Dixon, Tia Amarilla (Chama), Chamita.

RIO ARRIBA – PROPOSAL



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B. LOS ALAMOS COUNTY

1. Los Alamos County Transit Service - Atomic City Transit

The Atomic City Transit service for the County of Los Alamos and the townsites of Los Alamos and White Rock area is a well-planned and successfully operating transit service, with recently improved reliability, service frequency, coverage and hours of service. All indications are that this new service is beginning to meet the needs of the community and it is appreciated. There are currently five fixed routes that provide service to the Los Alamos/White Rock area. Para-transit service is available throughout the area and the hours of service are consistent with the fixed route service. Additional morning and afternoon peak service is planned for the fall 2008 subject to final budget approval. The regional peak period commuter service operated by New Mexico Department of Transportation (NMDOT) Park and Ride, continues to be highly successful. There are currently two mid-day regional trips to either Santa Fe or Española provided by the NCRTD.

2. Recommended Expansion of NCRTD Los Alamos County Transit Service

The flowing enhancements are recommended:

It is recommended that mid-day regional service between Española-Los Alamos and Santa Fe-Los Alamos be every 60 minutes weekdays between the hours of 11:00 am and 2:00 pm. Furthermore, evening service between the hours of 7:00 pm and 11:30 pm should be considered. These service additions should be in the form of direct or express buses. The expanded service would greatly benefit local residents of Española, Santa Fe and Los Alamos for shopping, medical, employment, social, and recreation trips between these communities.

Atomic City Transit is proposing in 2009 to make major improvements to its route frequency.

Currently the Los Alamos neighborhood routes are served every 60 minutes all day. The White Rock route is every 80 minutes.

In 2009 the transit system is proposing the Los Alamos neighborhood routes would have 30 minute service at peak times and 60 minute during off peak. The White Rock route is proposed to change from 80 minutes to 40 minutes at peak and remain at 80 minutes during off peak.

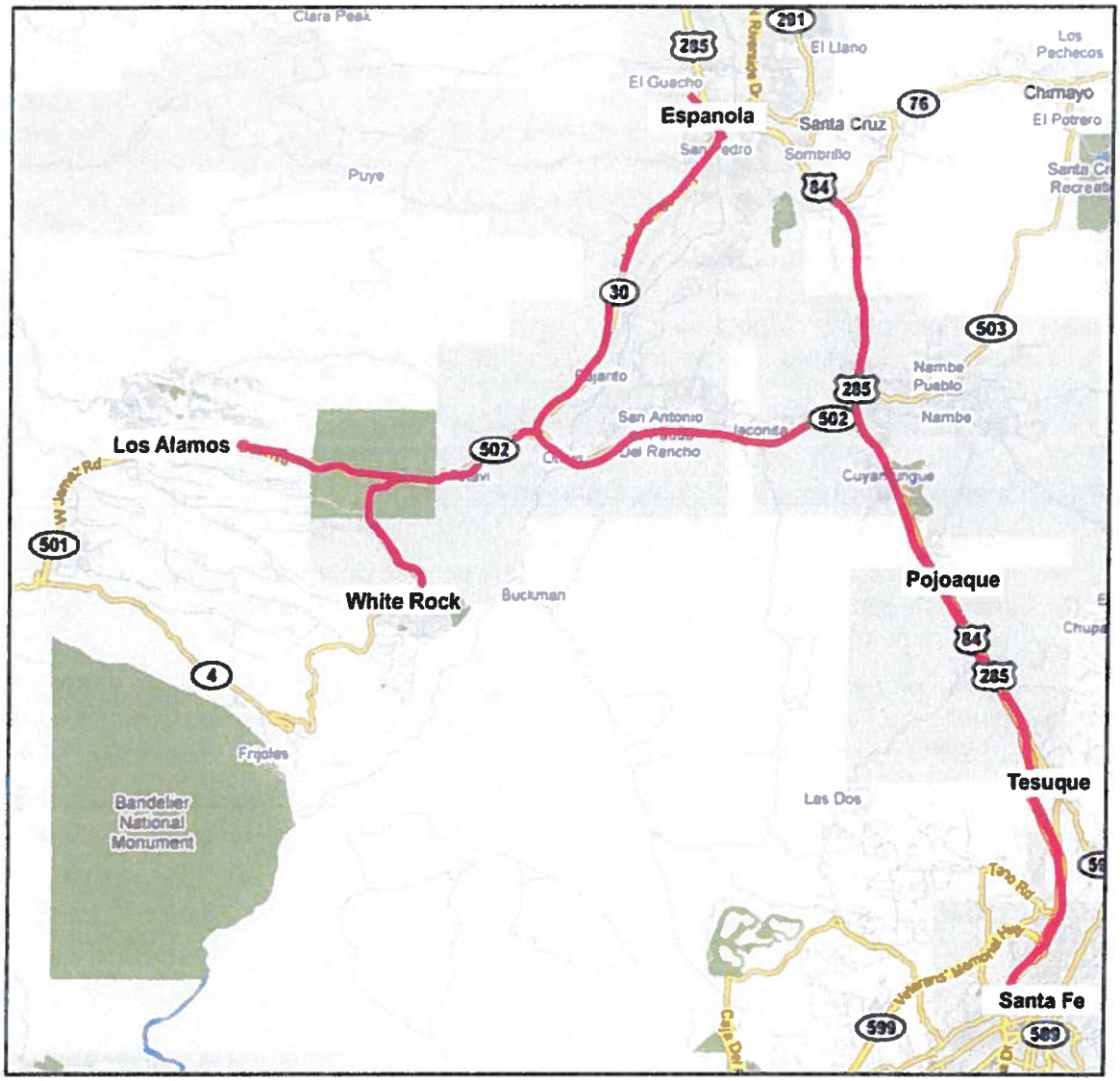
The downtown circulator, the LANL shuttle and the mid-day run will remain at 20 minute frequency.

3. FUTURE CONSIDERATIONS

The consultants are recommending some service additions and improvements to be considered in the future. These would take place if the community was receptive, ridership warranted and revenue was available. The cost of these improvements are not factored into this update.

- Los Alamos County - Change 60 minute frequency to 30 minute for weekday and weekend trips between Los Alamos/White Rock and Española and change 60 minute frequency to 30 minutes for weekday and weekend trips between Los Alamos/White Rock and Santa Fe.
- In addition, Atomic City Transit has developed a plan for optional services to be considered over the next several years:
    1. White Rock / Pajarito Road (peak and non peak)
    2. Bandelier Route
    3. Ski Hill Route
    4. Saturday Santa Fe Shopper
    5. Connection to Rail Runner Regional Commuter service
    6. Connection to Amtrak Service for long distance travel
    7. Sunday Service
    8. Downtown Bi-directional service every 10 minutes
    9. Neighborhood service every 30 minutes all day
    10. Reverse LANL All-Day Circulator
- Expand regional service from Los Alamos and White Rock to Española and Santa Fe to every 60 minutes during the mid-day base. Provide weekdays between the hours of 11:00 am - 2:00 pm and 7:00 pm - 10:00 pm.
- Neighborhood routes – 30 minute frequency at peak, 60 minutes at off peak times
- White Rock – 40 minute frequency at peak.

LOS ALAMOS COUNTY - PROPOSAL



RTD

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C. TAOS COUNTY INCLUDING THE TOWN OF TAOS

1. NCRTD Transit Service in Taos County

The NCRTD provides fixed route service in Taos County. This service is primarily outside the boundaries of the Town of Taos. There are three departures in each direction daily between Cerro and Questa and the Town of Taos. There are also two trips in each direction weekdays between Chamisal, Penasco and Vadito and the Town of Taos. Service is provided between the hours of 6:30 am - 6:30 pm weekdays.

Regional connector service between the Town of Taos and Española is provided three times daily weekdays, (5:15 am, 8:15 am - 4:30 pm) along SR 68 and 84. The Safe Economical Commuting Alternative (SECA) provides vanpool service between Taos and Santa Fe. Other routes are being planned to include Los Alamos.

2. Recommended Expansion of Service in Taos County

The following enhancements are recommended:

- Increase frequency of the existing rural transit service within the County of Taos from 6:00 am – 8:00 pm weekdays and from 8:00 am – 8:00 pm on Saturdays to meet demand as needed.
- Introduce weekday and Saturday hourly service between 9:00 am – 3:00 pm serving the Taos area and Espanola, with timed transfer connections southbound to Santa Fe.
- Increase ADA service throughout Taos County by adding more vehicles and offering service between the hours of 6:00 am – 8:00 pm weekdays and 8:00 am – 8:00 pm Saturdays to meet the demand as needed.
- Create a college express route between Taos and UNM Klauer Campus. Proposed service would be from 7:00 am – 9:00 pm weekdays.
- Create a route between Taos and Arroyo Seco with trip frequency as needed to accommodate demand at peak times throughout the week. Route days to be established to accommodate demand. This route between Taos and Arroyo Seco would connect with the Chili Line on the north end of town.
- Create a year round route at peak times between Questa and Red River. Service would be from 6:00 am – 8:00 pm Monday – Saturday.
- Establish a new route between Questa-Costilla-Amalia and provide trips between 6:00 am and 7:00 pm with route days to accommodate demand. This service would connect at Questa for continued service to Taos and Red River and be adjusted as demand increases and decreases.
- Establish service to the Questa-Red River area daily between 6:00 am and 8:00 pm seven days a week if demand allows, including establishing service to Eagle Nest. Service to Eagle Nest contingent upon negotiations with Colfax County and NCRTD Board approval. The potential Eagle Nest service would be primarily for winter ski activities, but could be expanded year round if the demand allows.

- Establish service to Chevron Mining, Inc. from Taos-Questa and Amalia-Costilla, with the provision of a cooperative agreement with Chevron Mining, Inc.
- Establish new service to Los Cordovas and Blueberry Hill area via Highway 240.

3. Town of Taos (Chile Line)

The Chile Line transit system is owned and operated by the Town of Taos and is under the administration of the Public Works department. The north and south routes operate Monday through Saturday starting at 7:00 am and ending at 5:38 pm. Service is provided in an abbreviated form on Sundays.

The consultants are recommending that the Town of Taos join the NCRTD as an active member as was done by Taos County. This would ensure that the residents of the Town and County are receiving the maximum benefits of a coordinated transit system. Improvements to schedules, routes and areas covered would provide greater choice and options to the residents and tourists as well.

The following enhancements to the Chili Line services should be considered.

Chili Line-Red Route:

- Change the hours of service to be from 6:00 am - 7:00 pm weekdays and 8:00 am - 8:00 pm Saturday and Sunday, or to accommodate demand as needed.
- Establish service through Ranchitos via Highway 240 to Ranchos de Taos. This service route addition is contingent on NCRTD Board approval.

Chili Line Expansion:

- Provide service to residential areas on Canon East and Canon West businesses.
- Service would be from 6:00 am - 7:00 pm weekdays and 8:00 am - 8:00 pm Saturday and Sunday, or to accommodate demand as needed.

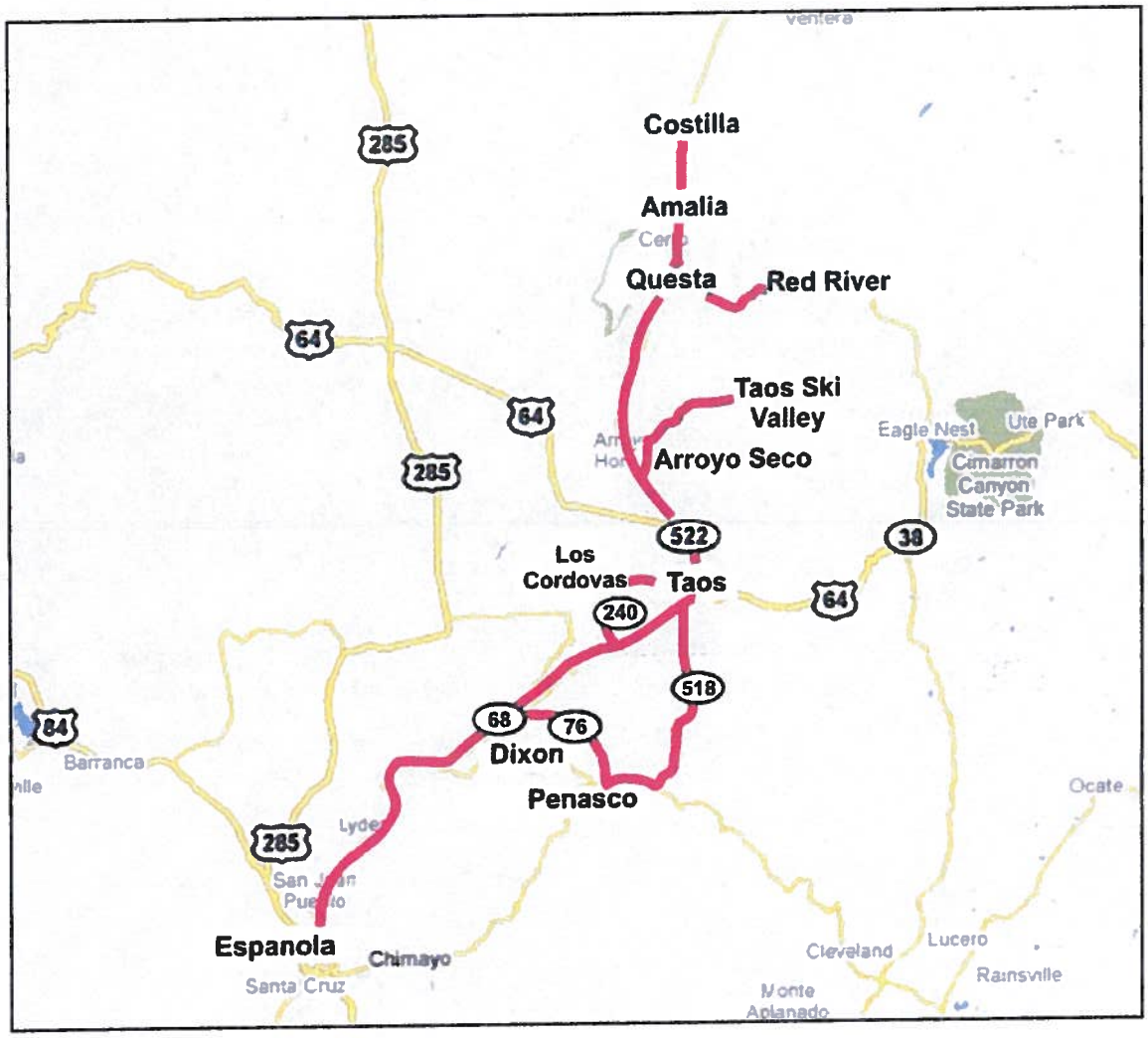
ADA Service:

- Increase the number of vehicles
- Increase the hours of service from 6:00 am - 7:00 pm weekdays and 8:00 am - 8:00 pm on Saturday, or to accommodate demand as needed.

General Service Improvements:

- Connections to the Rail Runner Regional Commuter service.
- New or improved service to the following communities and towns: Questa, Arroyo Seca, UNM Klauer Campus, Red River, Costilla, Amalia, Chevron Mining, Inc., Taos Ski Valley, Los Cordovas, Blueberry Hill, Rancho de Taos.

TAOS COUNTY - PROPOSAL



D. SANTA FE COUNTY / CITY OF SANTA FE – SANTA FE TRAILS

The recommendations presented in this update represent suggestions made by staff of Santa Fe County and Santa Fe Trails. The final decision on service improvements will be made jointly by the Regional Planning Authority, the NCRTD, Santa Fe County and the City of Santa Fe.

1. NCRTD Transit Service in Santa Fe County

Demand for increased rural service in the County of Santa Fe continues to grow. New service that started in January 2008 from Edgewood, Moriarty, Stanley through to Eldorado and Santa Fe provides much needed service to the south end of Santa Fe County, service is presently is contracted to All Aboard America. Service is from 6:00 am – 7:04 pm. Additional service to offer more frequency and travel time choices for residents is already been requested. Service between Eldorado and Santa Fe, starting in late 2007, is now well established and there is interest within the community for increased service. The bedroom communities along Highway 14 such as Cerrillos, Madrid and Golden are dependent on Santa Fe for work, medical, social, shopping and recreation activities.

2. Recommended Service in Santa Fe County

The following enhancements are recommended:

With the agreement of the County and City of Santa Fe, the planning for new services will be carried out by staff from those agencies. NCRTD will provide a fixed financial contribution to the County for these services. In 2009-2010 $2.4 million is budgeted to fund the local service portion of the Regional Rail Service. The Rail Runner is being managed by a partnership between the Mid Region Council of Governments and the New Mexico Department of Transportation. Santa Fe County is responsible for providing a share of the operating costs. Resolution 2008-11 established a distribution process between the NCRTD and Santa Fe County that provides funds for the suggested improvements listed in this update. Construction on phase II Bernalillo to Santa Fe is scheduled to be completed by December 2008 and service to Santa Fe will start shortly thereafter. Phase I, with service in the Albuquerque area started in July of 2006 and expanded between Belen and Bernalillo a year later.

Greater El Dorado Expansion

- Propose Expand hours from 9:00 am - 4:00 pm Monday – Friday, and 8:00 am - 8:00 pm on Saturday to Eldorado/Santa Fe.

Santa Fe County NM 14 Route

- Cerrillos-Madrid-Golden this would be a new route.
- Route times would be 6:00 am - 8:00 pm Monday through Friday
- Would provide approx 3 round trips per day.

Community College District Route

- Increase the service currently being provided by Santa Fe Trails.
- Create a route providing 7 round trips per day.
- Hours would be 6:00 am - 8:00 pm Monday through Friday and 8:00 am - 8:00 pm Saturday. Hourly service.

Pojoaque Corridor

- Presently there are three round trips per day through this corridor provided by Rio Arriba County from Espanola to Santa Fe.
- Propose Rio Arriba support Espanola to Pojoaque, and Santa Fe County support Pojoaque to Santa Fe.
- Service from 6:00 am - 8:00 pm Monday through Friday. Provide 5 round trips per day.

Espanola-Chimayo-Pojoaque

- Presently there is no bus service in this area.
- Create approx 6 round trips per day from 6:00 am - 8:00 pm. Trips would be at peak times only.

3. Recommended Service in the City of Santa Fe

(Per service recommendations of Santa Fe Trails)

Route 6 Service Frequency Improvements

- Expansion to Southside and Eastside residents, the hospital, and the anticipated Rail Runner station at Zia Road.
- The expansion would provide improved weekday service frequency of 30 minutes to the present 60 minute frequency.
- Operation would be for 30 hours daily.

Route 4 Service Frequency Improvement

- Expansion to Southside and Mid-city residents, state offices, and the anticipated Rail Runner station at the NMDOT General Office.
- Would provide improved weekday service frequency of 15 minutes from present 30 minute service.
- Operation would be for 30 hours of daily service.

Route 2 Service Extension

- Expansion to provide new service along Cerrillos Road south of Rodeo Road to serve the state offices, growing retail establishments, and the anticipated Rail Runner station at NM 599.
- Expansion would provide new weekday service to meet anticipated Rail Runner arrivals and a new connection to the Santa Fe Place Transit Center.
- Operation would be for 24 hours of daily service.

CITY OF SANTA FE / SANTA FE COUNTY – PROPOSAL

E. PUEBLO TRANSIT SERVICE

1. Pueblo Transit Service

NCRTD is the major service provider for transit service to the Pueblos of Tesuque, Pojoaque, Ohkay Owingeh, San Ildelfonso and Santa Clara.

There are two types of service that must be available to meet the mobility needs of the residents of each of the Pueblos: internal circulation and regional trips.

Internal circulation routing within each Pueblo remains minimal with most pueblos still requiring greater internal circulation to meet the needs of local residents than is currently provided.

Regional trips providing the ability to access services outside the Pueblos is key to many residents. The trip purpose is the same as for those not living in the Pueblo, i.e. work, medical, social and recreation.

2. Recommended Expansion of Pueblo Transit Service

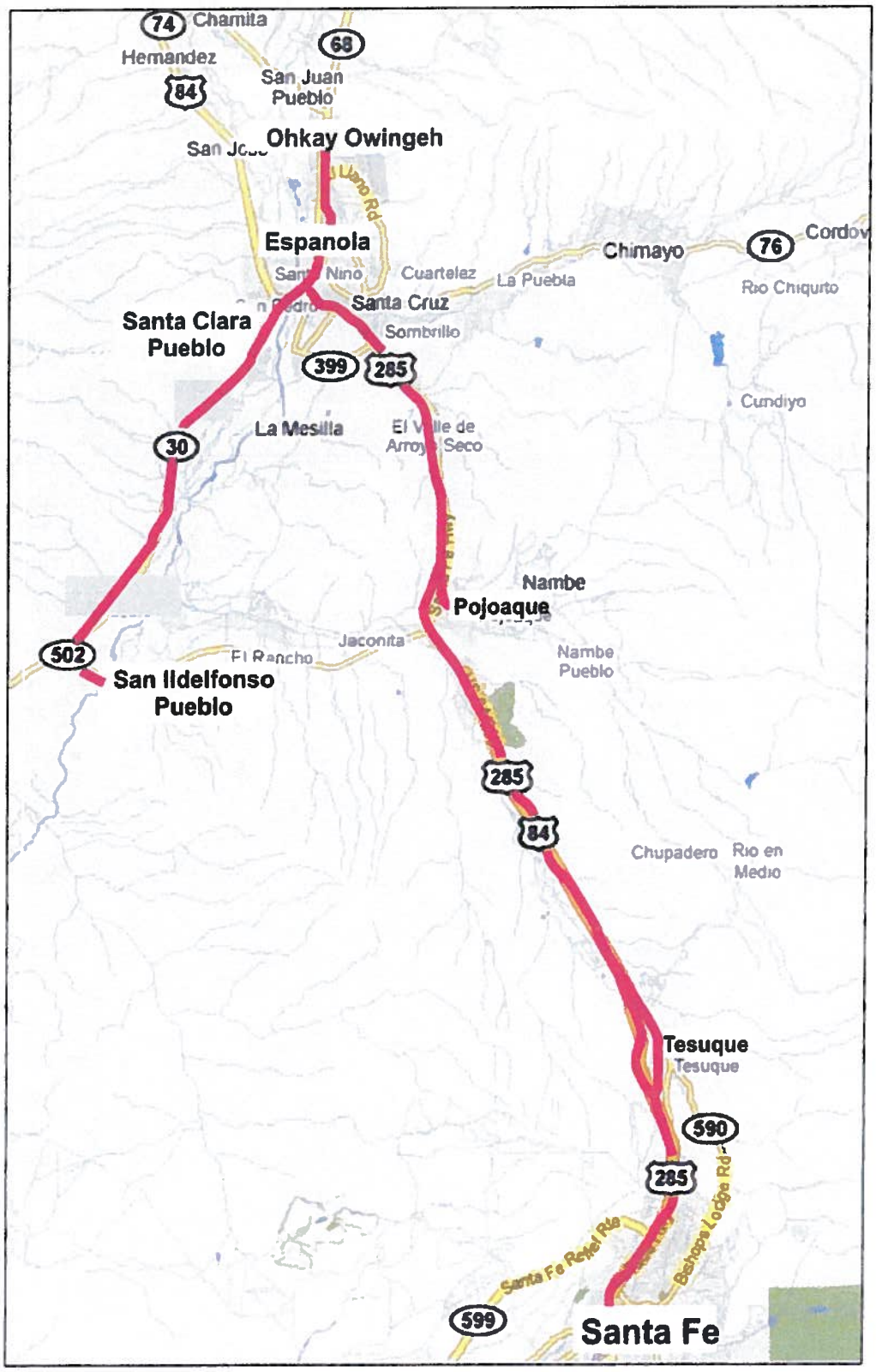
The following enhancements are recommended:

For both internal circulation and regional trips:

- Increase the hours and days of service to be consistent with the other areas of the NCRTD, hourly service starting at 6:00 am - 8:00 pm weekdays and 8:00 am - 8:00 pm Saturdays.
- Respecting the sanctity and sovereignty of tribal lands, internal circulation service will be determined by the Pueblos.

It is important to coordinate and consolidate as much service between the Pueblos and other areas within the NCRTD. For example, The Ohkay Owingeh transit service is linked to the Española system. Ohkay Owingeh is the north end terminus of the Riverside Drive transit route that has service every 60 minutes weekdays. Ohkay Owingeh is also served by the regional connector service between the Town of Taos and the City of Española.

PUEBLO TRANSIT SERVICE – PROPOSAL



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F. NCRTD REGIONAL SERVICE

Regional transit service is an integral part of the transportation network within the NCRTD. Presently, NMDOT is the primary provider of regional transit commuter service through the State Park & Ride program. The service is focused primarily on the morning and afternoon commuter market with a limited number of off-peak trips between certain communities.

There is growing demand for off peak or mid-day regional service. Regional mid-day service is constantly facing challenges including increased ridership and demand for more service. Although discussed earlier in each separate county section, the study team would like to highlight the importance of this service by illustrating all the proposed improvements in this one section. In order for this regional service to maintain success it will require a concerted effort by the local transit providers, municipalities and the NCRTD to increase the exposure of the regional transit service through a coordinated information and marketing campaign to 'educate the service' to local residents.

Recommended Regional Connections Summary

Origin	Destination	Schedule Frequency (weekday only)
Los Alamos/ White Rock	Santa Fe	Every 60 minutes mid-day – from 11:00 am - 2:00 pm. Evening – from 7:00 pm - 10:00 pm.
Los Alamos/ White Rock	Española	Every 60 minutes mid-day – from 11:00 am - 2:00 pm. Evening – from 6:00 pm - 11:30 pm.
Española	Santa Fe	Every 60 minutes mid-day – from 6:00 am - 8:00 pm.
Española	Los Alamos/ White Rock	Every 60 minutes mid-day – from 11:00 am - 2:00 pm. Evening – from 6:00 pm - 11:30 pm.
Santa Fe	Española	Every 60 minutes mid-day – from 9:00 am - 3:00 pm.
Santa Fe	Los Alamos/ White Rock	Every 60 minutes mid-day – from 11:00 am - 2:00 pm. Evening – from 7:00 pm - 10:00 pm.
Taos	Española	Every 60 minutes mid-day – from 5:15 am - 8:00 pm.
Española	Taos	Every 60 minutes mid-day – from 9:00 am - 3:00 pm.
Pojoaque	Santa Fe	Every 60 minutes mid-day – from 6:00 am - 8:00 pm.
Tesuque	Santa Fe	Every 60 minutes mid-day – from 6:00 am - 8:00 pm.

The mid-day trips will coordinate at the main downtown transit stop in Taos, Española and Los Alamos. White Rock passengers will have a timed connection with the regional service provider. In Española, passengers from San Ildelfonso, Santa Clara, San Juan as well as the NCRTD, local City of Española and rural transit will meet for a timed connection. Pojoaque and Tesuque residents will be picked up on route because of their location adjacent to Highway 84/285.

IV. SUMMARY OF TRANSIT SERVICE PROPOSALS

Service Community Area	Description of Service
City of Española	• Fixed-Route Transit • Increase frequency of service to every 30 minutes. • Increase hours of service to 6:00 am - 8:00 pm weekdays. • Introduce Saturday service from 8:00 am - 8:00 pm.
Rio Arriba County	• Expand hours of service to 6:00 am - 8:00 pm weekdays. • Introduce Saturday service from 8:00 am - 8:00pm. • New or improved service to the following communities and towns: Abiquiu, El Rito, Ojo Caliente, Alcalde CR 41, Velarde, Rio Lucio, Dixon, Tia Amarilla (Chama), El Duende, Chamita.
Los Alamos County	• Expand regional service from Los Alamos and White Rock to Española and Santa Fe to every 60 minutes during the mid-day base. Provide weekdays between the hours of 11:00 am and 2:00 pm and 7:00 pm and 10:00 pm. • Neighborhood routes – 30 minute frequency at peak, 60 minutes at off peak times. • White Rock – 40 minute frequency at peak.
Taos County, Town of Taos	• Expand hours of service to 6:00 am - 7:00 pm weekdays. • Increase frequency between Taos and Espanola • Introduce Saturday service from 8:00 am - 8:00 pm, or to accommodate demand as needed. • Sunday service on the Chili Line. • Expansion to cover Canon East and West. • Increase ADA service hours weekdays and weekends. • Increase frequency and coverage of rural transit service. • New or improved service to the following communities and towns: Questa, Arroyo Seco , UNM Klauer Campus, Red River, Costilla, Amalia, Questa-Red River, Chevron Mining, Inc , Taos Ski Valley, Los Cordovas, Blueberry Hill, Rancho de Taos.
Pojoaque Pueblo	• Local circulatory service within Pojoaque, local service into Española, direct regional service into Santa Fe. • 6:00 am - 8:00 pm weekdays. • 8:00 am - 8:00 pm weekends.
Tesuque Pueblo	• Local circulatory service within Tesuque, local service into Española, direct regional service into Santa Fe. • 6:00 am - 8:00 pm weekdays. • 8:00 am - 8:00 pm weekends.
San IldelfonsoPueblo	• Local circulatory service within San Ildelfonso, local service into Española, direct regional service into Santa Fe.
Santa Clara Pueblo	• Local circulatory service within Santa Clara, local service into Española, direct regional service into Santa Fe. • 6:00 am - 8:00 pm weekdays. • 8:00 am - 8:00 pm weekends.
Ohkay Owingeh	• Local circulatory service within Ohkay Owingeh, 30-minute service into Española, direct regional service into Santa Fe. • 6:00 am - 8:00 pm weekdays. • 8:00 am - 8:00 pm weekends.

Santa Fe County	• Rail Runner Commuter Rail Service. • Expansion of Greater Eldorado/Edgewood Service. • Community College District. • NM 14 Route Cerillos-Madrid-Golden.
City of Santa Fe	• Route 2 Service Extension. • Route 4 Service Frequency Improvements. • Route 6 Service Frequency Improvements. • Hwy 599/I-25 Rail Runner Depot to Santa Fe Plaza Service.

Ridership

The NCRTD has experienced significant ridership gains during the first 10 months of starting service. Due to improvements to existing routes, implementation of new routes, coordination of services, marketing and promotion; ridership have grown 122% in this short period. External factors such as high gas prices also have contributed to the gains. Increased growth in ridership can be expected in the short-term if the recommended expansions in the 2008 update are realized. As the fixed-route service begins to appeal to residents and the benefits of regularly scheduled service, increased hours and days of service and timed connections with regional services becomes increasingly popular; we anticipate a ridership improvement of 5% to 10% per year (in the intermediate term of three to five years). A big part of the success of the service will be in the delivery of key performance indicators such as on-time performance, guaranteed timed connections as well as a strong marketing campaign to increase local awareness of public transit.

V. NEXT STEPS AND CONCLUSIONS

It is recommended that the North Central Regional Transportation District Board – and its respective local governments:

1) Approve the service plan update as a guide for transit planning and service delivery at the October 3, 2008 Board Meeting, and direct staff to enter into Transit Service Agreements with the member Counties.
2) Move forward with the funding proposal and seek voter approval for a County Regional Transit Gross Receipts Tax (GRT) in November 2008.
3) Meet with NCRTD member jurisdictions to negotiate Transit Service Agreements and to finalize operations plans for new services and annual performance measures.
4) Direct NCRTD staff to proceed with more detailed planning work. (routing, stops, signs, shelters, schedules).
5) Direct NCRTD staff to prepare detailed operations, capital and administration budgets together with financial plans for revenue allocations.

When the tax is approved:

1) Create and implement a marketing and promotion plan.
2) Determine a start date(s) for new services.
3) Order buses and other capital needs (shelters, signs etc.).
4) Hire and train operating and maintenance personnel.
5) Start Service.

Conclusions and Moving Forward

In order for any of these recommendations to be realized, the affected communities must endorse and support the funding proposal being considered. Also the expansion in transit services, outlined in the service plan, involves a major commitment to improving local transit services on the part of the NCRTD.

In return, the NCRTD must require certain commitments from the communities that will benefit from the new or improved services, particularly in the case of major expansions, which involve moving to a new, or much more comprehensive and expensive level of local and regional transit services. In these cases, the community needs to commit to policies that will be supportive of the new regional transit service. It is the NCRTD's responsibility to drive this process. The member jurisdictions must reaffirm their commitment to the original concepts of regional service as defined in the 2006 Service Plan:

- All decisions are made on the basis of what's best for the region.
- Service improvements made at the local level must be consistent and complementary with the overall service philosophy of the region.

VI. FINANCIAL SCENARIOS

Chart 1 – Draft Annual Budget 2009-2010
Revenue and Distribution Proposal

1/8 GRT Collected in four Counties	$7,955,274
Less 3% State Collection Fee	($240,000)
	$7,715,274
Revenue from Federal Grants	$1,410,227
	$9,125,501
Revenue from local matching funds	$542,257
	$9,667,758
Revenue from Los Alamos County GRT	$800,000
	$10,467,758
RailRunner Distribution**	($2,291,542)
	$8,176,216
Santa Fe City/County Service Plan Distribution 86%**	($1,970,726)
	$6,205,490
NCRTD Distribution 14%**	($320,816)
	$5,884,674
Taos, Rio Arriba, Los Alamos Counties Service Plan Distribution	($4,088,120)
	$1,796,554
NCRTD Administration	($1,000,000)
	$796,554
Capital Purchases (vehicles and shelters)	($296,554)
	$500,000
NCRTD ending fund balance requirement	($500,000)
	$0

** Refer to Chart 2 on page 32.

Cha[redacted]l – Santa Fe City/County Revenue Distribution**

1/8 GRT Collection in Sa[redacted]ta Fe County		**$4,583,084**
Distribution		
RailRunner receives 50%		$2,291,542
Santa Fe City/County rec[redacted]ives 50%		$2,291,542
Per resolution 2008-11, S[redacted]anta Fe City/County receives 86% of the 50% to be dis[redacted]ributed as follows:		
	Santa Fe Trails	$1,022,899
	Santa Fe County	$947,826
		$1,970,726
The 14% remainder goes to the NCRTD for administration and op[redacted]erations. (RailRunner connections).		$320,816

Charts 3 and 4 reflect the capital needs for the NCRTD for a three-year period showing the different percentage of Federal funding. These charts are used as an example to illustrate the significant difference in NCRTD contributions based on the Federal participation, which is uncertain.

Chart 3 - NCRTD Capital Plan 2010-2012

		Federal Match 80%	NCRTD Local Match 20%
Facility*	$5,500,000	$4,400,000	$1,100,000
Transfer Centers Shelters Signs P&R lot spaces	$3,500,000	$2,800,000	$700,000
Rolling Stock	$7,460,800	$5,968,640	$1,492,160
TOTAL	**$16,460,800**	**$13,168,640**	**$3,292,160**

* Maint, Ops, Admin Facility in Espanola

Chart 4 - NCRTD Capital Plan 2010-2012

		Federal Match 40%	NCRTD Local Match 60%
Facility*	$5,500,000	$2,200,000	$3,300,000
Transfer Centers Shelters Signs P&R lot spaces	$3,500,000	$1,400,000	$2,100,000
Rolling Stock	$7,460,800	$2,984,320	$4,476,480
TOTAL	**$16,460,800**	**$6,584,320**	**$9,876,480**

* Maint, Ops, Admin Facility in Espanola

There will be a need to purchase a considerable number of transit vehicles once the tax is established.

These charts are an example of two scenarios showing the capital needed and what the costs will be to the NCRTD based on different percentages of federal funding.

As the detailed planning moves forward toward implementation, the NCRTD staff must decide what mix of vehicle sizes are needed.

The cost per vehicle is calculated at a 2008 price.

Chart 5 - Fleet Requirements – 80/20 Match

		Cost / Per Vehicle	Total	Federal Match 80%	NCRTD Local Match 20%
Year 1					
8 Replacements 25-40 Passenger	8	$120,000	$960,000	$768,000	$192,000
19 New Vehicles 25-40 Passenger	19	$120,000	$2,280,000	$1,824,000	$456,000
2 New 57 Passenger	2	$500,000	$1,000,000	$800,000	$200,000
Year 2					
9 Replacements	9	$132,000	$1,188,000	$950,400	$237,600
(10% inflation)					
Year 3					
4 Replacements	4	$145,200	$580,800	$464,640	$116,160
10 New	10	$145,200	$1,452,000	$1,161,600	$290,400
(10% inflation)					
Totals	52		$7,460,800	$5,968,640	$1,492,160

Chart 6 - Fleet Requirements – 40/60 Match

		Cost	Total	Federal Match 40%	NCRTD Local Match 60%
Year 1					
8 Replacements 25-40 Passenger	8	$120,000	$960,000	$384,000	$576,000
19 New Vehicles 25-40 Passengers	19	$120,000	$2,280,000	$912,000	$1,368,000
2 New 57 Passenger	2	$500,000	$1,000,000	$400,000	$600,000
Year 2					
9 Replacements	9	$132,000	$1,188,000	$475,200	$712,800
(10% inflation)					
Year 3					
4 Replacements	4	$145,200	$580,800	$232,320	$348,480
10 New	10	$145,200	$1,452,000	$580,800	$871,200
(10% inflation)					
Totals	52		$7,460,800	$2,984,320	$4,476,480

North Central Regional Transit District
1122 Industrial Park Road
Espanola, NM 87532

3600 Rodeo Lane
Suite B-6
Santa Fe NM 87507

(505) 438-3257
Fax: (505) 747-3640

Exhibit B

PROTESTS, APPEALS AND REMEDIES

1. Authority to resolve protested solicitations and awards.
The Purchasing Agent is responsible to address, process, and exercise the following:

(a) *Protests of bid or RFP specifications or scope of work.* Any vendor who is aggrieved in connection with the specifications or scope of work in a solicitation may protest to the Purchasing Agent. The protest shall be submitted in writing no later than 7 calendar days prior to the deadline for receipt of the bid or proposal. No protest bond will apply to such protest. The Purchasing Agent shall issue a determination in writing within 2 work days of receipt of such protest, and either proceed with the solicitation, modify it, or cancel it

(b) *Right to protest; protest bond.* Any actual or prospective bidder, offeror or contractor who is aggrieved in connection with the solicitation or award of a contract may protest to the Purchasing Agent. The protest shall contain all the grounds for such protest, and must be submitted in writing within 15 calendar days after such aggrieved person knows or should have known of the facts giving rise thereto, along with a bond provided by a surety company authorized to do business in the state, or the equivalent in cash, or otherwise supplied in a form satisfactory to the District. The amount of the bond shall not exceed the estimated cost to the District of processing and defending a protest. Only one protest per person per solicitation is permitted.

(c) *Authority to resolve protests.* The Purchasing Agent shall have the authority, prior to the commencement of an action in court concerning the controversy, to settle and resolve a protest of an aggrieved bidder, offeror or contractor, actual or prospective, concerning the solicitation or award of a contract.

(d) De*cision.* If the protest is not resolved by mutual agreement, the Purchasing Agent shall promptly issue a decision in writing stating the reason for the action taken and informing the protestant of its right to appeal the decision to the District Board. A copy of the decision of the Purchasing Agent shall be mailed, return receipt requested, or hand-delivered to the protestant or to the address provided in the protest.

(e) *Appeal.* Any appeal to the District Board of an adverse decision shall be made by filing with the Executive Director's office within 15 calendar days after the decision has been delivered to the aggrieved person. The proceeding before the Board shall be de novo. The Board shall decide whether the solicitation or award was in accordance with this Policy, procedures, and the terms and conditions of the solicitation.

(f) *Decisions final.* A decision of the District Board under this Section shall be final and conclusive. The aggrieved person may seek judicial review in the state First Judicial District Court within 30 days of the receipt of notice of the decision of the District Board.

(g) S*tay of procurements during protests.* In the event of a timely protest under subsection (a) of this section, the Purchasing Agent shall not proceed further with the solicitation or with the award of the contract unless the Purchasing Agent, after consultation with the Executive Director, makes a written determination that the award of the contract without delay is necessary to protect substantial interests of the District.

(h) *Entitlement to costs.*

(1) When a protest is sustained and the protesting bidder or offeror should have been awarded the contract under the solicitation but was not, then the protesting bidder or offeror shall be entitled, in addition to any other relief, to the reasonable costs incurred in connection with the protest or appeal costs other than attorney's fees.

(2) Should the protest be denied, the District shall be entitled to recover reasonable costs for processing and adjudicating the protest, and for costs associated with an unreasonable delay of the contract. Recovery of these costs shall not be limited to the proceeds from the protest bond. Excess bond proceeds shall be returned to the person.

2. Contract Claims.

Claims include, without limitation, disputes arising under a contract, and those based upon breach of contract, mistake, misrepresentation or other cause for contract modification or rescission. Within15 calendar days of the time the contractor knows or should have known of the facts and circumstances giving rise to a claim the following procedure shall apply:

(a) *Notice of claim to the Purchasing Agent.* All claims by a contractor against the District relating to a contract except bid protests shall be submitted in writing to the Purchasing Agent for decision. The contractor may request a conference with the Purchasing Agent on the claim.

(b) *Notice to the contractor of the Purchasing Agent's decision.* The decision of the Purchasing Agent shall be issued in writing within 15 calendar days of claim notice and immediately mailed, or otherwise furnished, to the contractor. The decision shall state reasons for the decision reached, and shall inform the contractor of its appeal rights under subsection (d) of this section.

(c) *Failure to render timely decision.* If the Purchasing Agent does not issue a written decision regarding any contract controversy within 15 days after written request for a final decision, or within such longer period as may be agreed upon between the parties, then the aggrieved party may proceed as if an adverse decision had been received.

(d) *Appeal.* Any appeal to the District Board of an adverse decision shall be made by filing with the Executive Directors office within 15 calendar days after the decision has been received by the aggrieved person. The proceeding before the District Board shall be de novo.

(e) *Decisions by Board final; exception.* A decision of the District Board under this section shall be final and conclusive unless a protestant seeks judicial review in the state First Judicial District Court within 30 days of the receipt of notice of the decision of the District Board.

3. Remedies for solicitations or awards in violation of law.

(a) *Prior to bid opening or closing date for receipt of proposals.* If, prior to the bid opening or the closing date for receipt of proposals, the Purchasing Agent, after consultation with the District Attorney, determines that a solicitation is in violation of applicable law or regulation then the solicitation shall be canceled by the Purchasing Agent or revised to comply with applicable law.

(b) *Prior to award.* If, after bid opening or the closing date for receipt of proposals, the Purchasing Agent, after consultation with the District Legal Counsel, determines that a

solicitation or a proposed award of a contract is in violation of applicable law then the solicitation or proposed award shall be canceled by the Purchasing Agent.

(c) *After award.* If, after an award, the Purchasing Agent, after consultation with the District Legal Counsel, determines that a solicitation or award of a contract was in violation of applicable law, then:

If neither the purchaser nor the person awarded the contract has acted fraudulently or in bad faith:

a. The contract or invoice may be ratified and affirmed or approved for payment by the Board for any amount or the Executive Director, as applicable, for amounts under $100,000.00, provided that it is determined that doing so is in the best interests of the District ; or

b. The contract may be terminated and the person awarded the contract shall be compensated for the actual costs reasonably incurred under the contract, plus a reasonable profit, prior to the termination; or

If either the purchaser or the person awarded the contract has acted fraudulently or in bad faith, the contract may be declared null and void by the Purchasing Agent, if such action is in the best interests of the District.

Exhibit C

Sample Professional Services Agreement

NORTH CENTRAL REGIONAL TRANSIT DISTRICT

PROFESSIONAL SERVICES AGREEMENT

THIS TRANSIT SERVICE PLAN UPDATE SERVICES AGREEMENT is made by and between the North Central Regional Transit District hereinafter referred to as the "Client or District" and, -------_____hereinafter referred to as "Contractor" and collectively referred to as the "PARTIES".

WHEREAS, pursuant to the Districts Procurement Regulations.; the Contractor has held itself out as possessing the personnel, experience and knowledge necessary to perform the services described in implementing the Scope of Work as attached and contained within the RFP; and the District has selected the Contractor as the offeror most advantageous to the District.

WHEREAS, all parties agree that, pursuant to the Procurement Regulations the total amount of this Agreement is $____, excluding NMGRT taxes.

1. The District agrees

   a. To compensate the Contractor in the amount of $_____ for services referred to above, excluding gross receipts tax.

   b. To be invoiced monthly.

2. Taxes

   a. Payment of taxes for any money received under this Agreement shall be the Contractor's sole responsibility.

   b. The New Mexico gross receipts tax levied on the amounts payable under this Agreement shall be paid by the District to the Contractor.

3. Contractor agrees to:

   a. Provide all services contained in their response to the RFP and all others as described in the Districts RFP and as outlined in the project proposal and deliver

completed project in a timely manner with all work to be done in cooperation with THE District's project coordinator.

b. Not charge the District for ???????.

c. Obtain and maintain throughout the term of this Agreement, all applicable professional and business licenses required by law, for itself, its employees, agents, representatives and subcontractors.

d. Submit monthly invoices, containing a detailed report of work performed.

e. Refund to the District, in the same proportion as it was paid to the Contractor, expenditures under this agreement when determined by independent audit to be ineligible for payment.

4. Term

This agreement shall not become effective until approved by the North Central Regional Transit District. This Agreement shall terminate on ?????, 2013, unless terminated pursuant to paragraph 5, or extended by mutual agreement in writing for up to ??????.

5. Termination

a. Generally. District may terminate this Agreement with or without cause upon ten (10) days prior written notice to Contractor. Upon such termination, Contractor shall be paid for Services actually completed to the satisfaction of District at the rate set out in the Contractors proposal. Contractor shall render a final report of the Services performed to the date of termination and shall turn over to District originals of all materials prepared pursuant to this Agreement.

b. Funding. The terms of this Agreement is contingent upon sufficient appropriations and authorization being made by the NCRTD for the performance of this Agreement. If sufficient appropriations and authorization are not made by the NCRTD, this Agreement shall terminate upon written notice being given by the NCRTD to the Contractor. The NCRTD's decision as to whether sufficient appropriations are available shall be accepted by the Contractor and shall be final.

6. Status of Contractor, Staff, and Personnel

This Agreement calls for the performance of services by Contractor as an independent contractor. Contractor is not an agent or employee of District and will not be considered an employee of District for any purpose. Contractor, its agents or employees shall make no representation that they are District employees, nor shall they create the appearance of being employees by using a job or position title on a name plate, business cards, or in any other manner, bearing the District's

name or logo. Neither Contractor, nor any employee of Contractor, shall be entitled to any benefits or compensation other than the compensation specified herein. Contractor shall have no authority to bind District to any agreement, contract, duty or obligation. Contractor shall make no representations that are intended to, or create the appearance of, binding the District to any agreement, contract, duty, or obligation. Contractor shall have full power to continue any outside employment or business, to employ and discharge its employees or associates as it deems appropriate without interference from the District; provided, however, that Contractor shall at all times during the term of this Agreement maintain the ability to perform the obligations in a professional, timely and reliable manner. The Contractor warrants that it presently has no interest, and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance or services required under this Agreement. Contractor certifies that the requirements of the Governmental Conduct Act, Sections 10-16-1 through 10-16-18 NMSA 1978, regarding contracting with a public officer, District employee or former District employee have been followed.

7. Employees and Subcontractors

Contractor shall be solely responsible for payment of wages, salary or benefits to any and all employees or contractors retained by Contractor in the performance of the Services. Contractor agrees to indemnify, defend and hold harmless District for any and all claims that may arise from Contractor's relationship to its employees and subcontractors.

8. Assignment

Contractor may not assign this Agreement or any privileges or obligations herein without the prior written consent of District.

9. Subcontracting

The Contractor shall not subcontract any portion of the services to be performed under this Agreement without the prior written approval of the District.

10. Records and Audit

Contractor shall maintain throughout the term of this Agreement and for a period of six (6) years thereafter records that indicate the date, time, and nature of the services rendered. Contractor shall make available for inspection by District all records, books of account, memoranda, and other documents pertaining to District at any reasonable time upon request.

11. Release

The Contractor's acceptance of final payment of the amount due under this Agreement shall operate as a release of the District, its officers and employees, from all liabilities, claims and obligations whatsoever arising from or under this Agreement. The Contractor agrees not to purport to bind the District unless the Contractor has express written authority to do so, and then only within the strict limits of that authority.

12. Confidentiality

Any confidential information provided to or developed by the Contractor in the performance of this Agreement shall be kept confidential and shall not be made available to any individual or organization by the Contractor without the prior written approval of the District.

13. Deliverables and Use of Documents

All deliverables required under this Agreement, including material, products, reports, policies, procedures, software improvements, databases, and any other products and processes, whether in written or electronic form, shall remain the exclusive property of and shall inure to the benefit of District as works for hire. Contractor shall not use, sell, disclose, or obtain any other compensation for such works for hire. In addition, Contractor may not, with regard to all work, work product, deliverables or works for hire required by this Agreement, apply for, in its name or otherwise, any copyright, patent or other property right and acknowledges that any such property right created or developed remains the exclusive right of District. Contractor shall not use deliverables in any manner for any other purpose without the express written consent of the District.

14. Insurance

Contractor shall obtain and maintain insurance of the types and in the amounts set out below throughout the term of this Agreement with an insurer acceptable to the District. Contractor shall assure that all subcontractors maintain like insurance. Compliance with the terms and conditions of this Section 14 is a condition precedent to the District's obligation to pay compensation for the Services and Contractor shall not provide any Services under this Agreement, unless and until Contractor has met the requirements of this Section 14. The District requires Certificates of Insurance, or other evidence acceptable to District, that Contractor has met its obligation to obtain and maintain insurance and to assure that subcontractors maintain like insurance. General Liability Insurance and Automobile Liability Insurance shall name the District as an additional insured and provide that the District will be notified no less than thirty (30) days in advance of cancellation.

- General Liability Insurance. $1,000,000 combined single limit per occurrence;
- Workers' Compensation. In an amount as may be required by law. District may immediately terminate this Agreement if Contractor fails to comply with the Worker's Compensation Act and applicable rules when required to do so; and
- Automobile Liability Insurance for Contractor and its employees. An amount at least equal to the minimum required by state law on any owned, and/or non-owned motor vehicles used in performing Services under this Agreement.

15. Conflict of Interest

The Contractor warrants that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance or services required under the Agreement. The Contractor certifies that the requirements of the Governmental Conduct Act, Sections 10-16-1 through 10-16-18 NMSA 1978, regarding contracting with a public officer, District employee or former District employee have been followed.

16. Amendment

This Agreement shall not be altered, changed or amended except by instrument in writing executed by the parties hereto.

17. Merger

This Agreement incorporates all the agreements, covenants and understandings between the parties hereto concerning the subject matter hereof, and all such covenants, agreements and understandings have been merged into this written Agreement. No prior agreement or understanding, oral or otherwise, of the parties or their agents shall be valid or enforceable unless embodied in this Agreement.

18. Non Discrimination

During the term of this Agreement, Contractor shall not discriminate against any employee or applicant for an employment position to be used in the performance of services by Contractor hereunder, on the basis of ethnicity, race, age, religion, creed, color, national origin, ancestry, sex, gender, sexual orientation, physical or mental disability, medical condition, or citizenship status.

19. Invalid Term or Condition

If any term or condition of this agreement shall be held invalid or unenforceable, the remainder of this agreement shall not be affected and shall be valid and enforceable.

20. Enforcement of Agreement

A party's failure to require strict performance of any provision of this agreement shall not waive or diminish that party's right thereafter to demand strict compliance with that or any other provision. No waiver by a party of any of its rights under this agreement shall be effective unless express and in writing, and no effective waiver by a party of any of its rights shall be effective to waive any other rights.

21. Severability

In case any one or more of the provisions contained in this Agreement or any application thereof shall be invalid, illegal or unenforceable in any respect, the validity, legality, and enforceability of the remaining provisions contained herein and any other application thereof shall not in any way be affected or impaired thereby.

22. Applicable Law

Contractor shall abide by all applicable federal and state laws and regulations, and all rules and regulations of the District. In any action, suit or legal dispute arising from this Agreement, the Contractor agrees that the laws of the State of New Mexico shall govern. The parties agree that any action or suit arising from this Agreement shall be commenced in a federal or state court of competent jurisdiction in New Mexico. Any action or suit commenced in the courts of the State of New Mexico shall be brought in the First Judicial District.

23. Indemnification

Contractor shall indemnify, hold harmless and defend District, its Board members, employees, agents and representatives, from and against all liabilities, damages, claims, demands, actions (legal or equitable), and costs and expenses, including without limitation attorneys' fees, of any kind or nature, arising from Contractor's negligent performance hereunder or breach hereof and the negligent performance of Contractor's employees, agents, representatives and subcontractors.

24. Release

The Contractor's acceptance of final payment of the amount due under this Agreement shall operate as a release of the District, its officers and employees, from all liabilities, claims and obligations whatsoever arising from or under this Agreement. The Contractor agrees not to purport to bind the District unless the Contractor has express written authority to do so, and then only within the strict limits of that authority.

25. Tort Claims Act

Nothing herein waives or shall be deemed to waive any of the District's defenses and immunities under the New Mexico Tort Claims Act.

26. Notices

Any notices required to be given under this Agreement shall be in writing and served by personal delivery or by mail, postage prepaid, to the parties at the following addresses:

North Central Regional Transit District:

Executive Director
1327 N. Riverside Dr.
Española, NM 87532

Contractor:

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the date of the signature by the required approval authorities below.

NCRTD Representative:_____Date:_____

??????????????? : _____Date:_____

Proposal for:

Transit Service Plan Update

January 10, 2013

RECEIVED JAN 11 2013

Prepared for:
North Central Regional Transit District

KFH GROUP
KFH Group, Inc.

In Association with:

Southwest and Planning Marketing

4920 Elm Street, Suite 350 • Bethesda, MD 20814 • (301) 951-8660 • FAX (301) 951-0026

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RECEIVED JAN 11 2013

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A. Transmittal Letter

KFH GROUP

January 10, 2012

Mr. Anthony J. Mortillaro
Executive Director
North Central Regional Transit District
1327 N. Riverside Dr.
Espanola, NM 87532

Dear Mr. Mortillaro:

The KFH Group, Inc. in conjunction with Southwest Planning and Marketing is pleased to submit 1 original - unbound and 4 copies bound in response to North Central Regional Transit District (NCRTD) request of the proposal, ***Transit Service Plan Update RFP 2012***. Our proposal is valid for a minimum of 90 days beginning January 11, 2013.

The KFH Group focus is transit planning. Since its' founding in 1995; we have conducted over 850 transit planning projects including ,but not limited to a wide variety of services such as: fixed-route, route-deviation, demand-response and intercity services of large urban to very rural settings. Recent projects have included a number of regional rural transit systems and a Comprehensive Operations Analysis (COA) of Washington, D.C.'s high-frequency downtown bus service as part of a ten-year plan for the DC Circulator, and the Central Arkansas Transit Authority system in Little Rock, Arkansas. Principals of these firms have extensive experience performing exactly the type of project called for by NCRTD in rural and regional systems, including a very similar study in North East Texas in a 9 county transit system.

As the KFH Group President, I am authorized to negotiate contracts for the KFH Group and can be reached at (301) 951-8660 or sknapp@kfhgroup.com. Questions related to the proposal should be directed me or to our proposed Project Manager, Mr.

Ken Hosen, Vice President, at (512) 372-8807 or KHosen@kfhgroup.com. The KFH Group is a certified Disadvantaged Business Enterprise (DBE) in over 20 states.

The KFH Group acknowledges the Addendum and responses to questions.

Our staff is available and fully prepared to meet all of the requirements for this project. We have no exceptions to or deviations from the requirements in the RFP. We would be happy to negotiate any aspect of this proposal if desired.

Thank you for the opportunity to submit this proposal. Please call us if you have any questions or need additional information.

Sincerely,

Sue F. Knapp
President

B. Qualifications

The KFH Group and its Team member, Southwest Planning and Marketing (SWPM) are pleased to provide North Central Regional Transit District (NCRTD) with our qualifications to complete the comprehensive Transit Service Plan Update. We believe our team is uniquely qualified to provide this service as we combine the rural transit knowledge and experience of the KFH Group with the local knowledge and experience of SWPM. Unlike many other consulting firms, the KFH Group specializes in exactly the type of work requested by NCRTD. Our team has extensive experience in developing similar public transit plans throughout the U.S. We have worked with many multicounty transit systems and are very familiar with difficult geographic and climatic conditions.

This section of the our proposal presents the KFH Group team qualifications, including our corporate qualifications, experience and capabilities of staff members proposed for this project, description of successfully-completed similar projects, and client references.

B.1. KFH GROUP TEAM QUALIFICATIONS

KFH Group, Inc.

KFH Group is an experienced firm of transportation professionals, dedicated to providing assistance to local, state, and federal organizations to improve public transportation services. Founded in 1995 with a primary goal of providing high-quality and responsive consulting assistance, the KFH Group built upon the extensive experience of the firm's three Principals who bring a total of over 90 years of public transportation experience (of all kinds) to the firm. KFH Group is certified as a Minority Business Enterprise (MBE) with the departments of transportation in more than 20 states.

The KFH Group has successfully completed over 850 consulting engagements nationally, including the development of hundreds of transit service plans. We recognize that each project we undertake must be responsive to client/agency issues

and objectives, while incorporating detailed analytical study, reasoned thinking to provide alternative solutions, and well-documented findings and recommendations.

The President, Sue F. Knapp, is a majority owner of the firm and is both a key decision-maker and an active participant in project studies. The other two Principals are Ken Hosen (the proposed Project Manager – based in Austin) and Fred Fravel. They have been joined by seven senior staff (between 10 and 30 years experience); three transportation planners (all with advanced degrees); and four experienced transportation analysts.

KFH Group is incorporated in the State of Maryland. This project will be managed through our Austin, Texas office. Our principal office is located in Bethesda, Maryland, with a third office located in Seattle, Washington.

The KFH Group Difference – The work requested by NCRTD is exactly what we do. Unlike the larger engineering and planning firms, we are dedicated to rural transit as all of our staff has an expertise in rural transit.

KFH Group Experience

The KFH Group's expertise is multi-faceted and multi-modal, focusing broadly on public transportation though specialized in specific disciplines, including planning, transit service evaluation and design, management consulting, policy analysis, and operational support. The KFH Group has built its expertise through a wide range of studies and projects, including:

- Transit Service Plans, Transportation Development Plans (TDPs), Long-Range System Plans, and Comprehensive Operations Analyses (COAs) for urban and rural transit
- Specialized human service transportation and public transit coordination
- Intercity bus planning and policy analysis
- Bus stop facilities inventory, assessment, and improvement planning
- Management Performance Reviews (MPRs) for urban and rural transit
- Americans with Disabilities Act (ADA) paratransit compliance, paratransit planning, and performance evaluation
- Accessible taxi services
- College/university transportation
- Transit research and program development
- "Intelligent Transportation Systems" technology
- Training seminars for transit managers, operators, and users.

Significant for this project for NCRTD, our experience covers all aspects of developing a transit service plan for diverse service areas such as NCRTD, including transit needs assessments; comprehensive transit operational analyses; assessment of fixed-route and paratransit service design and performance; detailed route and schedule evaluation; coordination with other community transportation services; the development of transit service alternatives; costing and budget projects; capital plans; organizational changes; and implementation plans. References and selected project descriptions are provided at the end of this section of the proposal.

We wish to highlight the following project experiences, which we believe, provide examples of the breadth and depth of the expertise of the key staff proposed for this project for NCRTD.

- ***Comprehensive Operations Analysis*** – Conducted for Central Arkansas Transit the transit service for Little Rock 60 peak buses. This study was of a similar nature to the one called for by NCRTD. This effort included a complete review of the existing service – route by route, a needs assessment, development of route modifications and a final report. As part of this study we conducted two full days of on-off counts on 100 percent of the buses. We also conducted a paratransit review that met with great success.

- ***Idaho Mobility Management Plans*** - Under contract to the Idaho Transportation Department (ITD), KFH Group developed 17 Local Mobility Management Network (LMMN) plans, six district-level plans, and one statewide plan to support "Idaho's Mobility and Access Pathway" (IMAP) process and to meet the Federal Transit Administration's coordinated public transit-human service transportation planning requirements. The planning process included an extensive statewide public outreach effort to gain input from stakeholders on unmet transportation needs and on the development of strategies to improve mobility. Each LMMN plan included an inventory of public transit, human service transportation, and private transportation operators in the region, and identified opportunities to improve coordination of these services to improve access and mobility. Multimodal strategies were developed and prioritized for alternative transportation modes, including trail systems. The ITD subsequently contracted with KFH Group to update the LMMN plans, inventory bus stops and amenities for all rural and small urban transit providers, and compile a statewide needs assessment for transit funding through a 5-year horizon.

- ***Ark-Tex TRAX Service and Business Planning*** – The KFH Group is providing consulting services to develop a business plan as well as a service plan. The system operates over 60 vehicles across nine counties. It also operates an urban

- transit system and regional routes, with multiple connections. We developed a five-year plan and also combined efforts with the coordinated planning process.
- ***California Statewide Rural Intercity Bus Study*** - KFH Group performed the statewide intercity and rural-to-urban bus plan for the Caltrans, Division of Mass Transportation. This comprehensive effort has involved a complete inventory of intercity services, an assessment of need based on demographics and population density, identification of key potential destinations (educational institutions, correctional institutions, major medical centers, military bases, Amtrak stations, and commercial airports), review of state, local, and regional policy documents that impact provision of intercity services, review of current Section 5311(f) state program policy and eligibility, review of other federal and state regulations and legislation that potentially impact the provision of rural intercity bus service, identification of other state and federal funding sources, cost estimates for addressing the service needs or gaps of identified, and an extensive outreach effort to rural and urban transit operations, regional planning agencies, human service agencies, and private for-profit intercity bus operators.

Subcontractor Qualifications

The consulting firm of Southwest Planning & Marketing has provided a wide scope of professional services to businesses, tribes, and government agencies since its establishment in Santa Fe in 1977. Through the creation of long-term relationships with our clients, we train and empower them to succeed in their endeavors.

AREAS OF SPECIALIZATION

Market Research

Economic Development

Tourism

Real Estate

Community Planning

Transportation Planning

SERVICES AVAILABLE

- Survey Research
- Focus Groups
- Meeting Facilitation
- Strategic Planning
- Psychographic Research
- Needs Assessment
- Visioning/Goals Creation
- Business Counseling
- Customer Service Training
- Secret Shopper
- Negotiation
- Expert Testimony

DELIVERABLE PRODUCTS

- Market Studies
- Marketing Plans
- Strategic Plans
- Feasibility Studies & Business Plans
- Tourism Plans
- Economic & Demographic Forecasts
- Economic Development Plans
- Socioeconomic/Fiscal Impact Studies
- Community Plans
- Water Plans
- Real Estate Absorption
- Transportation Plans

SWPM has completed three projects for the NCRTD:

1) Polling for a gross receipts tax initiative (200). SWPM conducted a poll in 2008 in order to assess the public's interest in approving one eighth cent tax on a four-county district (Santa Fe, Rio Arriba, Los Alamos and Taos counties) to approve a one-eighth cent gross receipts tax to continue and expand the transit network. The poll was accurate to within 5% points. The initiative was put on the ballot and passed, thus expanding the transportation lines.
2) Provided consultation for a succession plan for the NCRTD. In 2011, the NCRTD had some major turnover and the board hired SWPM to develop a succession plan. Executive Director Tony Mortillaro was hired as a result on May 9, 2011, after the former director retired.
3) NCRTD conducted a ridership survey in 2012. The survey was designed and conducted in-house. SWPM was contracted to take the surveys and analyze the data, providing a report of ridership and customer service measures.

B.2. STAFF QUALIFICATIONS

The KFH Group Difference – It's the people - their experience and record of accomplishment. We believe the team we have assembled has more expertise than any other team can put together. Our three principals alone have over 90 years of hands on experience. Our subcontractor is experienced working with NCRTD.

Qualifications of key KFH Group team staff members proposed for this project are summarized below. Detailed resumes follow in Appendix A.

Ken Hosen, Vice President of KFH Group, Proposed Project Manager

Ken Hosen, Vice President of KFH Group, is a Transportation Planner with a Master's degree and 30 years of research and practical experience in operating, managing, and planning for transit systems of all sizes. Based in the KFH Group's Austin office, he will serve as the Project Manager and will be involved in all project tasks. Mr. Hosen's expertise includes all facets of transit and human service transportation management. He has driven taxis and buses, managed transit systems, worked with states and local transit systems, and he has conducted national-level research in rural, small urban transit and human service transportation for the Transit Cooperative Research Program (TCRP). He previously managed Capital Metro's Special Transit Service (now Metro Access), for six years built, and managed the coordinated Medicaid Transportation program in Central Texas, where he initiated coordination activities in the region.

Mr. Hosen has extensive experience throughout the country. His expertise includes all facets of rural transit and human service transportation management. He has driven taxis and buses, managed transit systems, worked with states and local entities, and he has conducted national-level research in rural, small urban transit and human service transportation for the Transit Cooperative Research Program (TCRP). He previously managed Capital Metro's Special Transit Service (now Metro Access), for six years built, and managed the coordinated Medicaid Transportation program in Central Texas, where he initiated coordination activities in the region.

Mr. Hosen has worked with over 150 rural, small urban and large urban transit systems in over 25 states in areas of operations analysis, route planning, training, and implementation. His consultant work has included development of route structures, alternative services, and hybrid designs for transit systems across the country. He has completed transit studies that include service design and implementation for many systems in Texas, Arkansas, Idaho, Michigan, North Carolina, Maryland, Vermont, California, Hawaii, and Virginia, as well as other states. He recently completed a comprehensive operations analysis for Little Rock a system of about 60 peak buses and has conducted a number of plans for similar sized rural systems (up to 100 buses).

Mr. Hosen has also managed a number of technology related projects to review needs and procure rural and small urban technology. He developed specifications and an RFP for Alamo Area, CARTS, Ark-Tex Council of Governments, and others for Software, MDCs, AVL and card readers. Nowhere is this more evident than at CARTS, one of the most advanced rural transit systems in the country, where Mr. Hosen developed RFPs and managed procurements for all major components.

Mr. Hosen is a nationally recognized trainer, having conducted training for dispatchers, managers, and planners of small systems in over 20 states. He has conducted national-level research in rural, small urban transit, and human service transportation for the Transit Cooperative Research Program (TCRP).

Sue F. Knapp, President of KFH Group

Ms. Sue Knapp, President of KFH Group, holds a M.S. in Civil Engineering and has 35 years of experience in transit service planning and project development. She has directed over 60 studies nationwide to prepare Transit Plans, including the compilation and assessment of transit needs, development of transit services and routes, ridership projections, estimation of transit operating and capital costs, and exploration of financing options. Ms. Knapp's recent experience includes the development and assessment of transit alternatives to be implemented in conjunction with the I-95/I-395 HOT lanes in Virginia and she recently designed and assessed transit alternatives for the I-66 Transit/Transportation Demand Management Study (both for VDRPT, under subcontract). She recently managed the KFH effort for the BRAC transit study for Aberdeen and conducted a route restructuring study for the Wicomico-Salisbury MPO.

Ms. Knapp has been the Project Manager on numerous Management Performance Reviews and has provided technical assistance to many local areas on how to improve their transit systems. She led the firm's involvement in determining the economic impact of the HART transit services in Danbury, Connecticut and currently is leading the firm's work on a similar effort in Lynchburg, VA (under subcontract). Ms. Knapp has developed cost allocation methods and tools for various local and state transit agencies and provided training on using those tools. She has assisted State DOTs as they develop statewide transit plans, program policies, and operating procedures and has developed numerous plans for counties throughout the country aimed at integrating public, private, and human service agency transportation. Ms. Knapp has led a number of transportation research projects for TCRP, National Cooperative Highway Research Program (NCHRP), and FTA.

Frederic Fravel, Vice President of KFH Group

Mr. Fred Fravel has over 30 years of experience in developing plans public transit services. He recently completed work on the DC Circulator TDP for DC Surface Transportation, Inc. and is currently the project manager on a study to develop demand and cost estimates for high-frequency transit services for visitors to the National Mall in Washington, D.C. for the same clients. Mr. Fravel was project manager for transit and parking studies in Annapolis and Anne Arundel County Heritage Areas, as well as a

series of task order planning studies for the City of Alexandria, VA, Department of Planning and Zoning. These projects dealt with parking, transit, pedestrian, and land use issues including transit for tourists and visitors in historically sensitive contexts.

Mr. Fravel has been the project manager for numerous TDPs for local and regional systems in MD, NC, GA, SC, VA, and VT. He was the Project Manager on the KFH Group plan for transit and ridesharing services for the expansion of Fort Meade under the BRAC restructuring. Mr. Fravel has a significant amount of knowledge concerning the intercity bus industry, having served as the project manager or principal investigator for over 30 intercity bus planning studies. He also has extensive national experience in rural transit demand modeling, and was the Principal Investigator on TCRP Project B-37 to develop a methodology for estimating demand on rural intercity bus services (now available as TCRP Report 147). Mr. Fravel holds a B.A. from Duke University and a Masters' Degree in Regional Planning from the University of North Carolina at Chapel Hill. He is a member of the American Planning Association and the Institute of Transportation Engineers.

Dan Dalton, Senior Transportation Planner, KFH Group

Dan Dalton is a transportation planner with more than 15 years of experience as a facilitator as well as at the local, state, and national levels in the operations and administration of public transit and human services transportation, and has an additional eleven years in the transportation industry. His background includes facilitation, transit planning and analysis, coordination of public transit services, operations management, training and technical assistance, and administration of funding programs. Mr. Dalton has conducted outreach efforts in a number of states and for over 30 projects. He has conducted facilitation throughout Idaho and Arkansas and is currently leading the outreach efforts in a number of systems in Virginia. Mr. Dalton is Project Manager for the Berrien County (MI) Transit Consolidation Feasibility Study.

Mr. Dalton recently served as Project Manager for a Transit Development Plan in Charles County (MD) and for the development of a transit service plan for Radford University/City of Radford (VA). He is also assisting in the development of transit plan for Winchester (VA). In each of these projects, he serves as facilitator. Mr. Dalton's experience also includes working with local transit systems through his position at Easter Seals Project ACTION, and serving as Assistant Director for the Frederick County (MD) transit system.

Beth Hamby, Senior Transportation Planner, KFH Group

Beth Hamby has 23 years of experience in local, state, and federal government projects, as well as transit operations and management. Her background includes urban and rural transit planning, ADA/accessibility planning, transit marketing,

communications, graphic design, transit facilities planning and assessment, and transit performance evaluation. As a consultant, Ms. Hamby has participated in numerous Transportation Development Plans (TDP) and similar projects for counties and cities in Idaho, Maryland, North Carolina, Texas, Vermont, and Virginia. She has developed marketing plans for rural and small urban transit providers in Maryland, Texas, and Vermont, and prepared graphic designs of marketing brochures as well as maps and schedules for several transit systems.

Ms. Hamby was previously on the staff of Easter Seals Project ACTION, where she provided technical assistance in complying with the ADA, maintained the website, and produced printer-ready graphic designs for a wide variety of printed materials. Ms. Hamby has also served as a Capital and Long Range Planner for Pierce Transit, Washington, where she was responsible for ongoing bus stop assessment and improvement planning. At TransIT Services of Frederick County, she planned and implemented fixed-route improvements and designed a full array of marketing materials. Ms. Hamby earned undergraduate degrees from the University of Maryland, where she began her transit career driving buses in fixed-route and paratransit services for Shuttle-UM.

Reyes Barboza Jr, Transportation Planner, KFH Group

Mr. Barboza earned a Master of City Planning from the University of Pennsylvania, and a B.A. from Stanford University. He has experience in program and policy analysis, transit planning, needs assessment, performance evaluation, program management, and data reporting and monitoring. Mr. Barboza brings more than 10 years experience in managing major project tasks, including a wide range of projects from development of local transit and statewide operations plans, development of policies and procedures, evaluation transit services, to industry research. He has consulted projects for public agencies and non-profit organizations, and enforced policy and regulations while serving in state/county government. Mr. Barboza is bilingual and has made project presentations and conducted outreach in Spanish and English.

Recent transit planning projects include development of a Maryland Intercity Bus Study, that includes conceptual service alignments and recommended program structure and policies for the Maryland Transit Administration; development of the Caroline, Kent, and Talbot Counties (MD) Transit Development Plan; development of an organizational assessment of Howard County, MD transit services and management structure, including potential alternative structures that the County could use in addressing the local/regional transit needs; and developing regional public transit-human service coordination plans for several regions in Texas.

In addition to these local and statewide efforts, Mr. Barboza also brings industry research experience, which includes, among other projects, serving as the lead for TCRP

and NCHRP studies on the state of the rural intercity bus program, Section 5311(f). One study is an inventory, and evaluation, of current state program practices; and the other is an inventory of services that receive 5311(f) funding, and their performance characteristics. Other industry research include: comprehensive literature review and analysis of security standards and guidelines to assist transit agencies improve security at their facilities; survey of current state eligibility requirements for grantees to qualify for federal Section 5310 and 5311 funds; inventory and analysis of employee compensation levels and retention; and inventory of local and regional funding sources used to support public transportation.

S. Bennett Powell, Transportation Planner, KFH Group

Bennett Powell specializes in transit route analysis. Based in KFH Groups' Austin, Texas office, Mr. Powell brings to the KFH Group team his skills, experience in outreach, and has led outreach efforts in a number of projects. He has used innovative public participation and facilitation processes including KFH Groups innovative "Meeting on a Bus" where the meeting comes to neighborhoods. He has also implemented a variety of public transit surveys with significant success in Texarkana, the Lower Rio Grande Valley, and the Capital Area region, TX using Geographic Information Systems (GIS) to analyze various data sources, such as the U.S. Census, to create detailed profiles and need assessments of transit systems.

Mr. Powell specializes in analyzing transit systems using GIS to map transit dependent populations, origins, destinations, and potential trip generators. This information is used to create detailed route profiles and needs assessments for transit systems. He has contributed work to route studies in Central Texas, the Lower Rio Grande Valley Texas, Houston, TX, Texarkana, TX, Annapolis, MD, and Boise, ID. Mr. Powell has a proven track record in the collection and analysis of data through surveys and research. Whether public surveys on transit quality, or quantitative analysis on ridership, he has shown the ability to help transit providers target objectives and implement procedures based on relevant data. Mr. Powell earned a Master of Science in Planning from the University of Texas and a Bachelor of Arts in Sociology and Environmental Studies from Western State College of Colorado.

Chris Cordova, President, SWPM

Mr. Cordova has recently taken the helm at Southwest Planning and Marketing. Mr. Cordova specializes in market research, economic development, project management facilitation and planning. In addition to his duties as principal of SWPM, Chris serves the firm as consultant, facilitator, analyst, and marketing researcher, and works with communities, marketing and planning organizations at both the local and national levels. His areas of expertise include a wide-ranging spectrum of all aspects of

Planning, market research and development including research and strategic planning, statistical data analysis applications, fundraising, project development, and project management.

Mr. Cordova has consulted in nearly every community in New Mexico and brings 15 years of experience working on tribal cultural planning and implementation projects, including coordinating cultural restoration projects with input from San Ildefonso Pueblo and Santa Clara Pueblo. From 1991 to 1996, Chris developed and managed a marketing research program for the New Mexico Department of Tourism, which included survey research, development of extensive management information systems and a state-wide economic impact modeling effort. He also assisted in the planning and development of the Department of Tourism Strategic Plan.

Bruce Poster, Facilitator and Consultant, SWPM

Mr. Poster is a facilitator and planning consultant who specializes in community planning, market research, marketing strategy, and strategic planning. He has over 35 years of experience as a consultant and 3 years as a city planner. Mr. Poster brings a wide range of technical and organizational skills to his consulting and facilitation assignments. He has managed a number of complex projects, coached entrepreneurs, led negotiating teams, testified as an expert witness, and has over 25 years experience as a facilitator. He has expertise in demographics, survey research, land-use planning, impact assessment, economics, sociology, strategic planning, marketing, management, and business development. Mr. Poster interacts with his clients to create a vision and identify their goals. His excellent analytic and communication skills enable him to identify key issues at an early stage. Mr. Poster is a strategist, who enjoys difficult challenges. He is only satisfied when his client achieves the intended result.

Efrain Villa, Facilitator and Consultant, SWPM

Mr. Villa is a trilingual consultant, facilitator, and marketing specialist with extensive experience in successfully executing all aspects of international and domestic strategic plans including business plan development, segmentation / branding, profit margin optimization, relationship building, B2B contract negotiations and media / press communication, and RFP management. Mr. Villa has a Masters Degree in Business from the University of New Mexico. Mr. Villa has a strong record of coordinating complex logistics, and is especially skilled in cross-cultural strategic planning. He is fluent in three languages (English, Spanish, and Portuguese). As a New Mexico native, Mr. Villa brings a cultural tri-lingual understanding to his facilitation that combines a business education with a grasp of local cultural-social issues.

C. EXPERIENCE AND CAPACITY

C.1. References

Client references from similar projects conducted by KFH Group are provided Table C-1, including contact information, project descriptions, and KFH Group employees proposed for NCRTD project who contributed to these projects.

Table C-1: REFERENCES

Client/Reference Contact

Client: *Capital Area Rural Transportation System (CARTS)*
Capital Area Rural Transportation System
2010 East Sixth Street
Austin, TX 78702
Contact: David Marsh, Executive Director
512-478-7433
Dave@ridecarts.com

Description of Project(s)

KFH Group has conducted numerous transit planning projects for CARTS. The following are the most relevant examples for this proposal:

Project: **DEVELOPMENT OF A PUBLIC TRANSPORTATION PLAN FOR WILLIAMSON COUNTY, TEXAS**
KFH Group conducted a five-year transit plan for CARTS in Williamson County, a County of 260,000 persons and one of the fastest growing Counties in the country. The first part of the study was to review the demographics and travel patterns of residents and commuters. The second part was to review all of the transit services in and adjacent to the County. The study team developed alternatives for consideration by the study committee. The project called for extensive community involvement through public meetings, interviews with key participants, and the development of a web page on the CARTS website.
KFH Group Staff: Ken Hosen, Project Manager

Project: **DEVELOPMENT OF A PUBLIC TRANSPORTATION PLAN FOR GEORGETOWN, TEXAS**
KFH Group conducted a five year fixed route transit plan for CARTS and the City of Georgetown in Williamson County in 2008. The first part of the study was to review the demographics and travel patterns of residents and commuters. The second part was to review all of the transit services in and adjacent to the City. The study team developed alternatives for consideration by the study committee. The project called for extensive community involvement through public meetings, interviews with key participants, and the development of a web page on the CARTS website.
KFH Group Staff: Ken Hosen, Project Manager

Project: **DEVELOPMENT OF AN OPERATIONS/IMPLEMENTATION PLAN FOR A FIXED-ROUTE TRANSIT SYSTEM IN THE CITY OF SAN MARCOS, TEXAS**

Under this project, Ken Hosen developed a fixed-route transit system for San Marcos, Texas. The study process included developing goals and objectives as well as the identification of public transit needs and the level of public transit demand. The study also included an assessment of the need for park and ride facilities and an intermodal facility needs.
KFH Group Staff: Ken Hosen, Project Manager

Client/Reference Contact

Client: *Ark-Tex Council of Governments (ATCOG)*
Ark-Tex Council of Governments
4808 Elizabeth St.
Texarkana, Texas 75503
Contact:
Lynda Pugh
903-832-8636

Description of Project(s)

Project: OPERATIONS AND SERVICE REVIEW ARK-TEX TRAX
The KFH Group is in the process of conducting an operations review of the 70 bus rural transit system in the Northeast corner of Texas. The study team is conducting a detailed inventory of the operations and will assess the system performance in operations, management, safety and other features. The end result will be a plan to move forward over the next five years.
KFH Group Staff: Ken Hosen, Project Manager, Beth Hamby and Bennett Powell

Project: TEXARKANA URBAN TRANSIT DISTRICT FIXED-ROUTE STUDY
KFH Group conducted a fixed-route study over a six month period for the Texarkana Urban Transit District (TUTD), which was completed in 2009. This study included a detailed review of the service area land use patterns, demographic analysis, a detailed review of each route, service alternatives and a final plan to revise and improve the service. Following completion of this project, the Board of TUTD requested that Mr. Hosen provide support to the Board as they make their decisions regarding service changes. The last task included the development of an implementation plan.
KFH Group Staff: Ken Hosen, Project Manager, Jason Quan and Bennett Powell

Project: TEXARKANA FIXED-ROUTE IMPLEMENTATION PLAN
KFH Group developed an implementation plan in Texarkana for a fixed-route transit system. KFH Group reviewed demographics of Texarkana, held a series of public meetings, and worked closely with the two cities and states to develop a public transit plan for Texarkana. The project included a review of existing services, an assessment of needs and the development of alternatives for operating transit in Texarkana, which has not had public transit in 27 years. The project included significant work with the public. In

this project we developed a five vehicle fixed-route system designed to meet a variety of needs in the service area. The last task included the development of an implementation plan.
KFH Group Staff: Ken Hosen, Project Manager

Project: ARK-TEX COUNCIL OF GOVERNMENTS REGIONAL COORDINATION PLAN AND UPDATE
The KFH Group developed a regional coordination plan for the Ark-Tex region. This effort first began in 2006; an update was conducted in 2009 and again in 2011. The first part of this effort included developing a demographic review and an analysis of the land uses in the region in order to identify major origins and destinations. Part two of the project included an inventory of services – developed through a survey of operators and funding agencies of all providers. The next steps included a wide range of service and institutional alternatives that could be implemented. A series of public meetings were held throughout the region and the final steps included the draft and final plan based on the committee recommendations.
KFH Group Staff: Ken Hosen, Project Manager, Beth Hamby and Bennett Powell

Client/Reference Contact

Client: *Central Arkansas Transit Authority (CATA)*
901 Maple St.
North Little Rock 72114
Contact:
Betty Wineland, Executive Director
501-375-6717

Description of Project(s)

Project: COMPREHENSIVE OPERATIONAL ANALYSIS FOR LITTLE ROCK, ARKANSAS
The KFH Group is conducting a comprehensive operations analysis for CATA. This project includes a review of demographics, existing services and also includes two full days of on/off counts on every bus in the system. The end result will be a five year plan that provides CATA with the direction needed to move forward. Mr. Hosen is the project manager, Mr. Quan is managing the on/off counts and Mr. Powell is providing a variety of support functions.
KFH Group Staff: Ken Hosen, Project Manager, Jason Quan and Bennett Powell

Project: **SUBURBAN MOBILITY STUDY FOR LITTLE ROCK, ARKANSAS**

In this study, the KFH Group was asked to develop a set of alternative service designs to meet the specific mobility needs of a variety of suburban communities within the CATA service area. The study included a demographic review of the service areas, a number of meetings for public input, and the development of innovative new service designs specifically for suburban areas. The KFH Group produced a number of examples of successful suburban designs in other communities, with details on how they could be applied to CATA. Demand estimates and potential costs were included in the study.

Client/Reference Contact

Client: *Maryland Transit Administration (MTA)*
Office of Local Transit Support
Maryland Transit Administration (MTA)
Maryland Department of Transportation
6 St. Paul Street, Baltimore, MD 21202
Contact:
Elizabeth Kreider, Director
410-767-3433
EKreider@mta.maryland.gov

Description of Project(s)

Project: **TRANSIT PLANNING SERVICES FOR THE MARYLAND DOT**

KFH Group has completed three multi-year task order contracts since 1996 and is currently working under a fourth task order contract awarded through the Maryland Transit Administration. Selected projects that we have completed under all three of these task orders are listed below

- Transportation Development Plans (TDPs) and TDP Updates for the Counties of Allegany, Anne Arundel, Calvert, Caroline, Carroll, Cecil, Charles, Dorchester, Frederick, Garrett, Harford, Howard, Kent, Queen Anne's, St. Mary's, Talbot, and Washington, as well as the Laurel Area, the City of Annapolis, and the Town of Ocean City.
- Regional Coordinated Transportation Plans - KFH Group assisted MTA as it continued and expanded its coordinated planning efforts to meet the new planning requirements specified in the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). This included developing Coordinated Transportation Plans for the State of Maryland for

- six regions in the State. These plans provided the basis for the implementation of new projects under Section 5310 (Elderly Individuals and Individuals with Disabilities), Section 5316 (JARC), and Section 5317 (New Freedom).
- Maryland Upper Shore Transit ITS Demonstration
- Triennial and Compliance Reviews
- Drug and Alcohol Reviews
- Newsletter, training, and library management of the Rural Transit Assistance Program

KFH Group Staff: Sue Knapp, Lead Project Manager; Fred Fravel, Ken Hosen, Reyes Barboza, Dan Dalton, Beth Hamby, and other KFH Group staff have all managed individual task order projects.

Client/Reference Contact

Client: ***Virginia Department of Rail & Public Transportation***
(under subcontract)
Virginia Department of Rail and Public Transportation
600 E. Main Street
Suite 2102
Richmond, VA 23219
Contact:
Neal Sherman
804-786-1154
Neil.sherman@drpt.virginia.gov

Description of Project(s)

Project: ON-CALL PLANNING CONSULTING SERVICES
KFH Group performs on-call transit planning services for the Virginia Department of Rail and Public Transportation (DRPT). The following are the most relevant projects which KFH Group conducted under the current contract, which is the most recent of several multi-year task order contracts for which KFH Group is a subcontractor.

- Developing Transit Development Plans (TDP) in Harrisonburg and Winchester
- Conducting a transit feasibility study for the Radford area, to develop a transit system to serve the city and Radford University, and link them with the region
- Developing the Town of Ashland's Transit Service Plan
- Development of Coordinated Human Service Mobility Plans to meet the SAFETEA-LU requirements.
- Preparing a Six-Year Plan and a 20-Year Needs Estimate for transit statewide

- Developing the City Of Radford/Radford University Transit Service Plan

KFH Group Staff: Sue Knapp, Lead Project Manager; Fred Fravel, Ken Hosen, Dan Dalton, and other KFH Group staff have all managed individual task order projects.

Client/Reference Contact

Client: ***North Carolina Department of Transportation, Public Transportation Division***
North Carolina DOT/Public Transit Division
1 South Wilmington Street
Raleigh, North Carolina 27601
Contact:
Cheryl Leonard
919-707-4675

Description of Project(s)

Project: TRANSIT PLANNING SERVICES

The KFH Group is currently under contract to the NCDOT-PTD to provide transit planning services on a task order basis. This is the third such multi-year contract that KFH Group has been awarded by PTD. The following projects are either completed or almost complete under the most recent task order contract:

- Assisted the Division in conducting compliance reviews for all of the State's Section 5311 grantees.
- Community Transportation Service Plan for the Western Piedmont Regional Transit Authority
- Community Transportation Service Plan for AppalCART
- Community Transportation Service Plan for the Wilkes Transportation Authority
- Review of the Person Area Transportation System
- Review of State Management Plan and State Management Review
- Community Transportation Service Plan for Chapel Hill/Orange County Transit

KFH Group Staff: Sue Knapp, Lead Project Manager; Fred Fravel, Ken Hosen, Dan Dalton, and other KFH Group staff have all managed individual task order projects.

Client/Reference Contact

Client: *Arkansas Transit Association*
Arkansas Transit Association
620 West Broadway
North Little Rock, AR 72114
Contact:
Ann Gilbert Executive Director
501-372-8900
agilbert@arktransit.org

Description of Project(s)

Project: **ARKANSAS REGIONAL COORDINATION PLANS**
This effort was conducted in 2008 for the state of Arkansas in five of eight regions of the state. The first part of this effort included developing a demographic review and an analysis of the land uses in the region in order to identify major origins and destinations. This is a very complex service area and required a variety of new and innovative solutions. Part two of the project included an inventory of services – developed through a survey of operators and funding agencies of all providers. The next steps included a wide range of service and institutional alternatives that could be implemented. A series of public meetings were held throughout the region and the final steps included the draft and final plan based on the committee recommendations.
KFH Group Staff: Ken Hosen, Project Manager; Dan Dalton; Bennett Powell

C.2. Measurement of Successful Transit Service Plans

There are many ways to measure success, but to us at KFH Group, the bottom line is still improved service and greater ridership. For example, recent route revisions in Texarkana as developed by KFH resulted in ridership increases (for the same number of buses and service hours). In Little Rock, our work in paratransit resulted in immediate productivity gains resulting in the elimination of denied trips.

For a consultant satisfied clients can also define success. As indicated by the examples of projects listed above, KFH Group (and specifically the key staff proposed for this project) has been engaged to conduct numerous subsequent contracts or "repeat customers" from clients, including CARTS, the Ark-Tex Council of Governments, Lower Rio Grande Valley Development Council, the Maryland Transit Administration, the Virginia Department of Rail and Public Transportation, and the North Carolina Department of Transportation, Public Transportation Division. This list represents only a small subset of our many successful planning studies and "repeat customers".

We believe the high frequency with which we are engaged to conduct follow-up consulting work, whether to provide implementation assistance on a recently completed plan, to update a plan developed several years previously, or to conduct a new project for a previous client, provides strong evidence the success of our planning services.

D. UNDERSTANDING OF THE PROJECT

The North Central Regional Transit District (NCRTD) has requested consultant assistance in the development of the *Transit Service Plan Update.* In response to the NCRTD request for proposals, the KFH Group, Inc. Team with Southwest Planning and Marketing is pleased to submit the following scope of services that uses our extensive experience in providing technical assistance to rural transit systems of the size and scope of NCRTD as well as our team understands of the local environment.

First we will review our overarching goal followed by our understanding of the service area, the issues and needs. This will be followed by a review of the KFH Group Team Difference. The last section of our Understanding Chapter is a brief discussion of the team and why we are the best choice for this effort.

THE OVERARCHING GOAL

In each of our projects we have one overarching goal, which we believe is shared by all of our clients. That goal is quite simply to:

Help provide for more trips for more people, while providing cost effective, high quality and safe transportation for our community.

The planning process and all efforts and activities to improve mobility must be guided by this overarching goal.

UNIQUE AND DIVERSE NATURE OF NCRTD SERVICE AREA

By any measure, the NCRTD service area is unique and diverse. The unique and diverse features include: cultural and political factors, multiple transit jurisdictions and varied and challenging geographic and climatic factors. Without a detailed understanding of the factors described below, any plan will be less than optimal.

We cannot stress enough the diversity of services, needs, geography that are encountered in the service area. NCRTD has made great strides in consolidation and coordination of services and in the most important measure – ridership. At the same time, there is still great potential for NCRTD to; further consolidate and/or coordinate, look at service designs, and fine tune existing services.

Coordination is evident in a number of examples, but the most telling is the need to further coordinate with the five other transit systems within or adjacent to the

NCRTD service area. While consolidation is significantly weighed by politics, coordination can be initiated with fewer barriers by formal and informal agreements among the transit systems, to develop the seamless network desired by all.

The Service Area

There are many factors at play in this large complex service area. Figure D-1 illustrates the jurisdictions and the transit systems. We will highlight many of these challenges as follows:

1. **Governments and Political Jurisdictions** – As shown in Figure D-1, there are five tribal entities, four counties and three cities as well as a variety of smaller communities and developments throughout the service area. Equitable levels of service (as defined by NCRTD) for the various entities are essential.

2. **Five Adjacent Transit Systems**

There is an added challenge of working with five separate transit systems. NCRTD has done a good job connecting these services and connecting its routes. There is work still to be done.

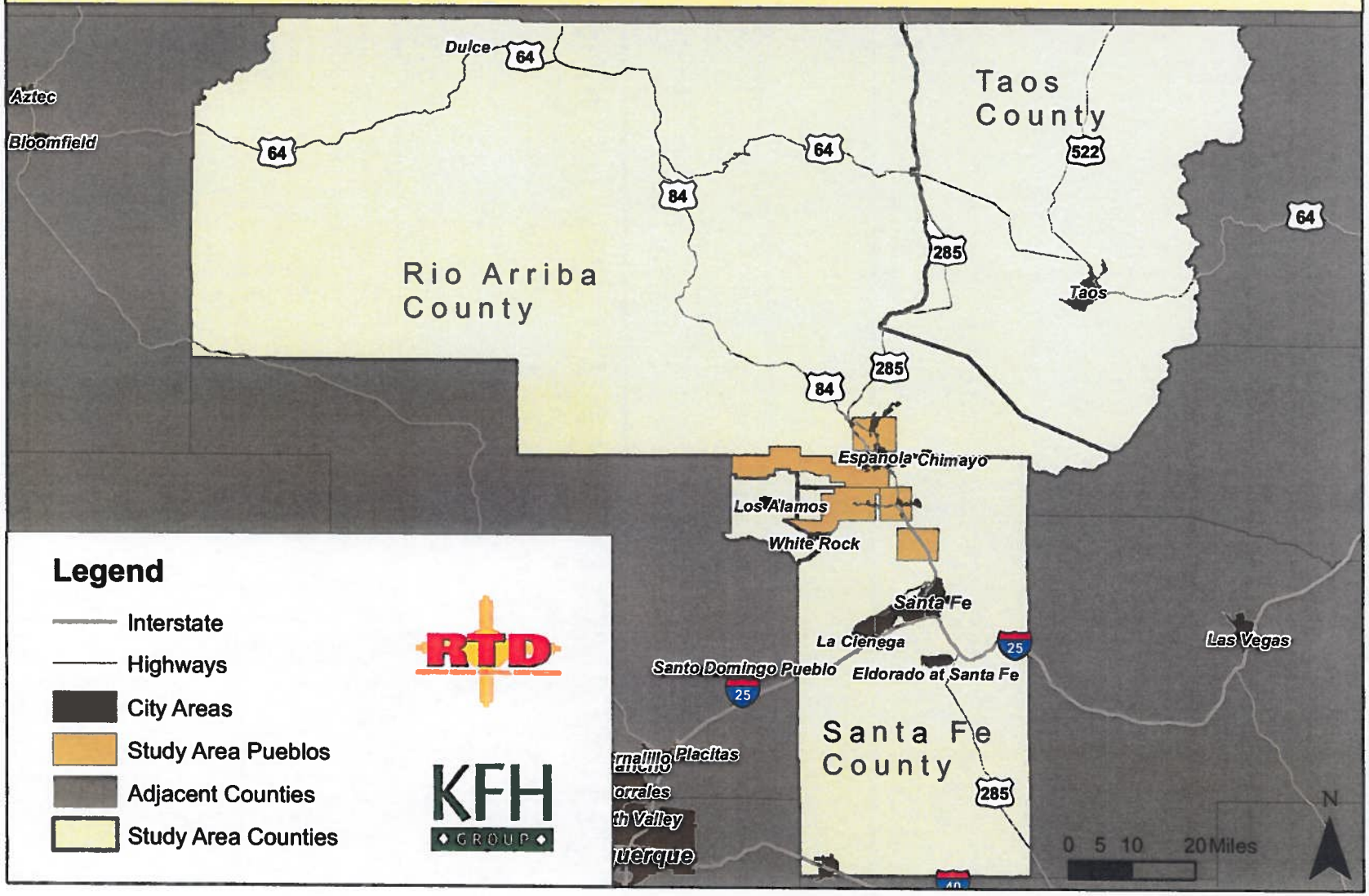
3. **Geographic and Climatic Factors** – There are significant challenges operating at high altitudes and facing difficult terrain, some gravel roads, snow, very cold temperatures, thunderstorms, floods and other issues revolving around the challenging physical barriers.

4. **Diverse group of services needed to meet diverse needs** – One size does not fit all. Fixed routes are excellent where there is enough ridership to justify. Fixed schedule service is more effective than paratransit, which should be operated to meet a specific need only, as it is the most expensive form of transit on a per trip basis.

The KFH Group Difference –

Mr. Hosen, the proposed project manager, has designed effective services in similar areas across the country. He developed the only course on rural transit service design and has conducted it in a number of states. Through years of research we have a very detailed understanding of the power of service design.

Figure D-1:
North Central Regional Transit District
Transit Service Plan Update Study Area

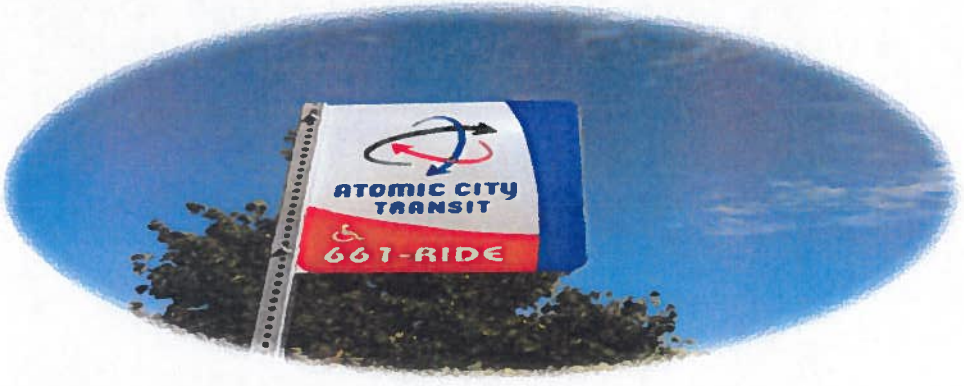


NCRTD Needs

The Overarching Issue: The need to continue to grow and meet the travel needs of all residents and visitors in a cost efficient and effective manner. The bottom line: More and better service.

1. Fine tune system that has been growing – do not change what works
2. Develop a Transit Services and Facility Plan:
    a. Develop realistic implementation options and strategies
3. Continue with existing goals of:
    a. Coordinating service - with Los Alamos, Santa Fe, Taos, NMDOT Commuter Service and Roadrunner service
    b. Consolidate where possible – NCRTD has already made in-roads in that difficult to attain objective. We believe that consolidation is good, but very difficult and sometimes too costly to attain. In those cases, excellent coordination may be of greater value.
    c. Manage contracts – This is ongoing. In fact, the KFH Group can assist NCRTD in fine tuning this process and in developing contracts and RFPs that can help assure that NCRTD maintains control of the contracting process and operations.
    d. Seek Funding for the District – This is always an ongoing effort. The KFH Group has a number of private sector initiatives that NCRTD can employ.

The Bus Stop, Transfer Point and Park and Ride – Transit's Front Door



Bus stops and transit centers are transit's front door. They can be inviting or they can be daunting and dangerous – it makes a big difference. For the NCRTD service area

the bus stop will be even more important, as bus stops are the nexus for the service where: operations, environmental issues and economic development all meet. But it is much more than just the placing of the stop, including, but not limited to:

- The amenities associated with each stop and the design of the stops, especially the benches and shelters is critical. The amenities must be in keeping with community motifs and architectural design. In Maui, the KFH Group conducted a complete detailed bus stop inventory and we hired a local architect to design the benches and shelters in keeping with the community.

Bus stops and transit centers are transit's front door. They can be inviting or they can be daunting and dangerous – it makes a big difference.

- The pathways must be connected to the bus stops and should guide pedestrians along safe accessible entry points where feasible.
- There is potential for a "next bus" type of technology informing riders when the next bus is coming.
- Other factors include where to place the stop – near side of the intersection or far side. Stops should not be placed where it would encourage unprotected pedestrian crossing of busy streets – where possible.

The KFH Group Difference –

Our firm has conducted over 40,000 bus stop assessments across the country including many rural stops and facilities such as all rural bus stops in Idaho a state that faces similar geographical challenges.

We will conduct a brief assessment of the general state of the bus stops and other passenger facilities. While we can do a bus stop inventory in a detailed electronic database – simple to manipulate, it is presented as an optional task at additional cost.

Service Design

In many communities not enough attention is paid to service design. Service design is the key ingredient to productive service. Productive service equals more trips available for the same amount of funding. With the service area's diverse structure there will be multiple service designs depending on the community and needs to be served.

A key to success is developing services that can meet those needs and attract riders. It will also be very important to ensure that appropriate performance measures are used. These will be different for differing service designs as a well as the community served. We do not expect a paratransit or feeder route to maintain the productivity/ridership of a major commuter route. That may mean operating more fixed routes and fixed schedule services and moving away from paratransit except in response to ADA or in special niche cases.

There are numerous innovative "hybrid" service designs. These services can increase productivity and allow for increased ridership in a revenue neutral environment. There are other excellent examples of innovative rural transit services throughout the nation, many of which have been documented in KFH Group's latest research for the Transit Cooperative Research Program (TCRP Synthesis No. 94: *Innovative Rural Transit Services).*

Outreach – Essential in a Diverse Area

Our outreach program is capable of reaching the diverse needs and opinions of a wide range of residents and commuters.

The NCRTD requires an effective outreach program that is capable of reaching the diverse needs and opinions of the wide range of residents, commuters of all types, transit dependent populations – including persons with disabilities, students, veterans, elderly, tourists, businesses and human service representatives. The KFH Group conducts outreach in almost every project we complete. For this project we are very pleased to be teaming with Southwest Planning and Marketing (SWPM) based in the service area. SWPM works closely with local business, residents and community and political leaders. SWPM will take the lead on this task. In our extensive experience holding public meetings, we understand what brings people to a meeting and how to draw out comment. We will hold the required number of meetings, working with the local governments and NCRTD to ensure an excellent turnout.

The next component of the outreach process is to make ourselves available to interview community, political, business as well as other advocates for riders based on the outcome of the kick-off meeting. We propose to conduct this effort early in the

process. The KFH Group Difference – SWPM allows our team to match local knowledge and expertise with KFH Groups expertise in working with hundreds of rural transit systems throughout the country.

Transit and the Intangibles

Transit can have a positive impact on air quality and the environment this is well documented. There is also significant documentation that transit has a positive impact on economic growth and access to jobs for low income residents. Proper placement of bus stops can have a positive influence on the environment as can the reduction of pollution. These positive benefits are already being seen through the dramatic growth of the service.

Transit can have a positive impact on air quality and the environment

THE KFH GROUP DIFFERENCE – IT'S THE PEOPLE AND THE EXPERIENCE

Throughout the proposal we will highlight the KFH Group Difference. We believe our firm has the largest staff that specializes in rural, small urban and regional transit in the nation. In fact the majority of our work is directly related to the work requested by NCRTD. The difference is summarized below:

1. *This is what we do across the country* - All 18 of our professional staff are experienced in exactly the work requested. Please compare our experience and qualifications to our competitors in the type of transit the NCRTD operates.

2. *Southwest Planning and Marketing brings local expertise* – SWPM brings significant local experience as a locally based company that has worked with NCRTD in the past. This is an excellent combination of our skills.

3. *All three of the KFH Group's principals will be on this project* – Mr. Ken Hosen is the proposed Project Manager and he will be supported by the two other principals of the firm as well as a number of other senior staff. This includes over 90 years of cumulative experience for the three principals.

4. *Significant Operations Experience* – Mr. Hosen and a number of the project staff have direct transit operations experience. This will allow us to better understand the operating constrains the services are under.

5. *An understanding of the issues faced by NCRTD* - The proposed project manager is very familiar with the service area as well as similar areas and has conducted

training at the New Mexico Transit Association Annual Conference. Our subcontractor is based in Northern New Mexico and is very familiar with and understands the cultural and political issues that must be understood in order to successfully complete the project.

6. *Unparalleled expertise in bus stop and facility assessment* - We will examine the bus stops and passenger facilities in general terms. Where feasible we will highlight key issues.

7. *Bilingual staff* – Mr. Reyes Barboza is a senior planner who specializes in regional and intercity bus services. He is fluent in Spanish as well.

8. *We ride the buses and learn the system inside and out* – We believe that it is absolutely essential to ride the buses and experience the service in order to properly review the existing services.

9. *Local Outreach* – We believe that NCRTD needs meaningful outreach. For that purpose we have teamed with an excellent local firm to lead on the outreach. Their local roots will enhance the facilitation process. We will meet and learn from residents, business, community and political leaders and advocates.

We will meet and learn from residents, business, community and political leaders and advocates.

10. *Ability to meet the tight schedule* – Due to our extensive staff experience we will be able to meet the schedule by bringing in four very experienced rural transit planners to support Mr. Hosen. This team has worked together on projects across the country.

11. *Innovation and change* – Often the type of solutions required to meet an underserved area require an innovative solution. The KFH Group is a recognized leader designing alternative service throughout the nation. Mr. Hosen was the Principal Investigator for the Transportation Cooperative Research Program (TCRP) Report No. 70 *Guidebook for Change and Innovation in Rural and Small Urban Transit.* He recently completed a follow up study that identified more new and innovative approaches to rural transit.

12. *National Leaders in Transit Research* – In addition to our expertise in planning and operations, we have conducted a wide range of research through the Transportation Research Board's (TRB) TCRP program. These reports will be detailed in the section on qualifications, and are available at TCRPonline.org to review.

KFH GROUP TEAM – IT'S THE PEOPLE

The KFH Group, Incorporated, has as its major focus providing assistance to local, state and federal agencies to improve public transportation services. The KFH Group's specialty for our 17 years in existence is transit of all types. The firm provides public transportation planning, management consulting, and policy analysis. Mr. Hosen and his two partners bring a total of over 90 years of transit experience in this field to the KFH Group. The KFH Group is incorporated in the State of Maryland, and is certified as a Woman-Owned Business Enterprise (WBE) in Maryland and over 20 other states. This project will be managed out of our Austin, Texas office by Mr. Hosen, one of the company's three owners.

Experience

The KFH Group Principals have participated in a combined total of over 300 community based transportation consulting projects, and have been the Project Managers on the majority of these studies. Most important is our experience in tourist oriented rural areas, which is extensive. The work requested by the NCRTD is specifically what we do and have done for many regions across the country.

National Research and On-Site Assistance - Drawing on Actual Experience

In addition to our first hand experience at the local level, the KFH Group team fully understands the national issues facing local communities and regions in improving their public transit and specialized transportation systems. We have conducted major national research on:

- Best practices in small urban and rural systems,
- Innovation in small urban and rural systems including a follow up study on innovation,
- ITS state of the art for transit – two research projects, and
- Medicaid transportation and public transit.

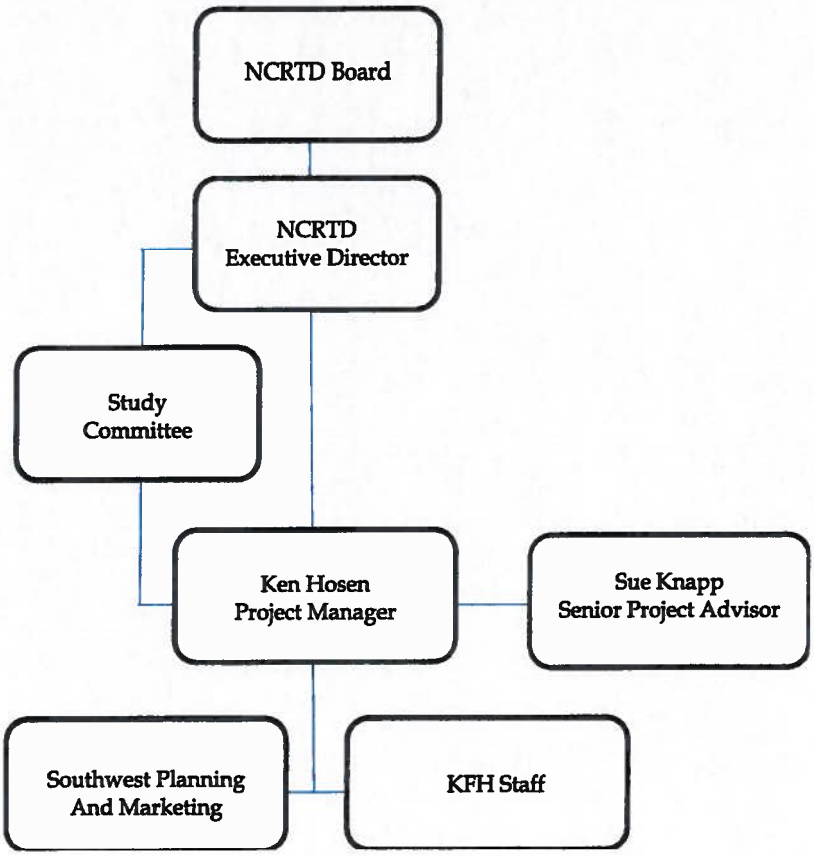
We believe that the knowledge we gained on these projects, each requiring field visits, can also be put to practice in North Central New Mexico. Our experience at the national level will allow KFH Group to bring additional perspectives to this project that no other firm can provide. We can offer new ideas and approaches that have been proven to work.

E. APPROACH AND MANAGEMENT PLAN

This section describes the project organization and management. Direct management will start with Mr. Ken Hosen who will be the primary point of contact with NCRTD study committee and the NCRTD Project Manager. The organization chart is depicted in Figure E-1.

Mr. Hosen's flexible management style allows for senior staff to work directly with the client, while maintaining control of the overall project. The KFH Group principals and one of the senior staff have been together for over 22 years and have an excellent working relationship.

Figure E-1: PROPOSED PROJECT ORGANIZATION



F. STAFFING PLAN

All staff is available for this project and has adequate time to complete the project as proposed. In order to best depict the roles of each team member we are describing their roles as follows:

Ken Hosen, Proposed Project Manager – Mr. Hosen will have overall responsibility for the project and will take the lead in many of the tasks. He will be a "hands on" manager involved in most aspects of the planning process.

Sue Knapp, Senior Project Advisor – Ms. Knapp will provide review and comment on all drafts and will be actively involved in designing the route strategies.

Fred Fravel, Senior Project Advisor – Mr. Fravel will take the lead on design of regional services and connectivity between systems. He will also be involved in the development of alternatives.

Mr. Reyes Barboza, Assistant Project Manager – Mr. Barboza will be actively involved in all aspects of the planning process. He will directly oversee the review and analysis of regional services and will assist in the development of strategies.

Mr. Dan Dalton, Ms Beth Hamby, Senior Staff, Mr. Dalton will oversee the analysis of the paratransit components of the project. Ms. Hamby will conduct the review of demographics, land uses and travel patterns.

Mr. Chris Cordova, and Mr. Bruce Poster, SWPM Consultants and Facilitators – Mr. Cordova will have overall responsibility for the public outreach component of the study. Mr. Poster and Mr. Cordova will provide consulting support and will serve as facilitators.

Mr. Efrain Villa, Facilitator – Mr. Villa will serve as one of the facilitators.

Table F-1 depicts the staff hours by task for each staff member.

Table F-1: NCRTD STAFF HOURS BY TASK

Staff Person	Task 1 Project Initiation	Task 2 Outreach	Task 3 Review of Demographics and Travel patterns	Task 4 Review of Services	Task 5 Assessment of Unmet Needs	Task 6 Preliminary Options and Strategies	Task 7 Recommended Service Plan	Task 8 Implementation and Funding Strategies	Task 9 Final Report	TOTAL
Ken Hosen	16	16	16	40	40	40	24	40	8	240
Sue Knapp	0	0	0	0	8	16	8	8	0	40
Fred Fravel	0	0	0	16	8	16	8	16		64
Reyes Barboza	16	28	0	16	8	40	24	40	8	180
Dan Dalton	0	0	0	20	0	20	16	16	8	80
Beth Hamby	0	0	40	0	20	0	16	16	8	100
Bennett Powell	0	0	40	40	0	0	8	0	12	100
Support	0	0	0	0	4	0	8	0	8	20
										0
Chris Cordova	4	24	8	8	8	8	8	8	0	76
Bruce Poster	4	24	0	0	4	4	4	4	0	44
Efrain Villa	0	24	0	0	0	0	0	0	0	24
Support – SWPM	0	160	0	0	0	0	0	0	0	160
TOTAL	**40**	**276**	**104**	**140**	**100**	**144**	**124**	**148**	**52**	**1128**

G. Work Plan and Schedule

INTRODUCTION

This section of the KFH Group Team proposal presents the detailed work plan and schedule to complete the comprehensive Transit Service Plan Update for NCRTD. We will meet all of the requirements of the RFP and will follow the scope of work described in the RFP. We are presenting our approach to the project with an emphasis on a variety of activities including, but not limited to:

- An open outreach component that gives all interested parties opportunities for input
- The best service design for each part of the service area.
- Safe, affordable service
- Review of facilities and bus stops – Transit's Front Door
- Sponsorship programs and private sector revenue enhancements.

WORK PLAN

Task 1 - Project Initiation

The purpose of this first task is to set the groundwork for the study, establish appropriate channels of communication, and to ensure the work and direction taken by the KFH Group Team will meet the needs, goals, and objectives of the project team. This task will include the initial kick-off meeting, refinement to the scope of work, NCRTD staff involvement and a review of the project schedule. The site visit for this meeting will also include conducting many elements of Task 3 and 4.

Subtask 1.1 - Kick-Off Meeting: Review Work Plan, Roles, and Schedule

At the start of the project, KFH Group project staff will meet with the NCRTD Advisory Committee to review the work plan, the respective roles of the consultant and NCRTD, and study reporting requirements as well as to refine the project schedule based on the start date.

This introductory "kick-off" meeting with NCRTD is intended to:

- Review project objectives that will guide the project's direction,
- Refine the project schedule and dates for major deliverables,
- Review and fine-tune the work plan,
- Reach an understanding on the roles of both the consultant and NCRTD,
- Discuss the level of community and public outreach, identify key stakeholders,
- Discuss and identify key issues related to the project, and gain a recent historical perspective of the service area,
- Collect any existing planning documents that will help inform the current study, and
- Discuss the current vision(s) that NCRTD Board, management, and staff have for future directions of the system.

KFH Group will prepare an agenda for this meeting and conduct the meeting. After the meeting, KFH Group will prepare meeting minutes for distribution to the staff and committee.

Subtask 1.2 - Prepare Refined Work Plan and Project Schedule

After the initial meeting, the consulting team will finalize the work plan to include project deliverables and a schedule for those deliverables. In addition, the KFH Group Team will prepare a summary of the goals, objectives, and key issues for the project and provide it to the project Team for review and comment.

Subtask 1.3 - Field Survey

One of the first things the KFH Group Team will perform is a field survey. The KFH Group Team along with the NCRTD Study Team will tour the service area. **We will ride all of the routes.** After all, how can one review a transit service without sampling the service! This will allow the consultants to gain firsthand information regarding the details of the service area.

Subtask 1.4 - Prepare Progress Reports

Throughout the project, KFH Group will provide *NCRTD* with monthly progress reports or more often if desired by NCRTD, documenting project efforts completed in the previous month and activities planned for the coming month.

Task 1 Deliverables:

- Finalized work plan and updated project schedule
- Meeting #1 agenda and minutes
- Goals Summary
- Initial progress report, invoice, and teleconferences (monthly activities)

Task 2 - Outreach – Community Meetings, Stakeholder Interviews, and Surveys

NCRTD highly values the need for outreach to the public as well as community, business, political and human service leaders and advocates. In addition, we will reach out to all community leaders and to the adjacent transit systems. Our Team will be presenting Southwest Planning and Marketing (SWPM), who will take the lead on the public meeting process. In addition, the firm will be assisting us throughout critical areas of the project. The outreach efforts will include a round of 15 meetings in the four county service areas.

Subtask 2.1. - Stakeholder List

The KFH Group Team with SWPM will work with NCRTD to develop a stakeholder list that captures all parties influenced by the proposed service and the planning process. These may include, but are not limited to: political, community and business leaders, advocates as well as other interested parties. The list will be provided in Excel spreadsheet format and will include the following:

- Personal information – name, address, telephone (work, cell), fax, email
- Organizational information – organization name, address, type of organization
- Project interest information – type of stakeholder, specific project interest
- Notes – a continuing compilation of information from interactions.

The information will be updated after any public or advisory panel meetings. The information will be organized in such a way that it can be exported to create email or direct mail mailing lists or other information compilations as needed. The list will be the property of NCRTD.

Subtask 2. 2 - Community Meetings

The KFH Group Team with SWPM in the lead is proposing a concise community-meeting schedule. The proposed meetings will take place in all communities during a four-day period. SWPM will provide three facilitators during the period. In addition, SWPM will provide meeting schedulers, note-takers and all associated administrative

needs. KFH Group staff will be present in many meetings as well. SWPM will conduct the following effort with support from the KFH Group:

1. ***Meet with NCRTD and KFH Group to review the meeting plan and develop a script for facilitators*** - Review the media plan for informing the communities. Confirm the meeting schedule and approach with NCRTD officials. SWPM understands that the proposed schedule can be flexible depending on the needs of NCRTD staff and community activities. All facilitators will be thoroughly briefed to provide identical approaches to community meetings.

2. ***Schedule and Plan Meetings*** - SWPM will acquire access to public facilities in each community as well as scheduling meetings and garnering stakeholder support from each of the communities.

3. ***Implement Media Plan*** - SWPM will work with Norteno Media (Joseph Torres) to notify the public in each community about the meetings. Mr. Torres is the leading media consultant in Northern New Mexico. This will assure proper notification. In addition, SWPM will work with each tribal office to get notices put in the pueblo's weekly bulletins. SWPM is recommending ads and notices in The Journal North and the New Mexican as well as some radio. In addition, SWPM will contact stakeholders in each community (chamber directors, officials) to work towards a respectable turnout.

4. ***Conduct Public Meetings*** - During a four-day period, SWPM will provide three facilitators and note-takers to conduct the public meetings.

5. ***Compile and Clean-Up Meeting Notes*** - SWPM will complete and clean-up all meeting notes for use in developing the transportation plan.

Subtask 2. 3 - Stakeholder Interviews

A formal email letter requesting an interview that will also provide a brief summary of the study, along with interview questions will be sent to the stakeholder representatives. The goal of the stakeholder interviews is to identify any political, operational, environmental, economic or policy issues and challenges as well as assessing the level of support for this service, including the potential for funding and sponsorships.

Task 2 Deliverables:

- Detailed minutes and priorities from each of the 15 meetings
- Detailed notes and a compilation of stakeholder input
- Compilation of all outreach activities
- Reflected in monthly progress reports, invoices, and teleconferences (monthly activities)

TRANSIT NEEDS ASSESSMENT (Tasks 3 through 5)

The Transit Needs Assessment is in reality a three-step process and will be reflected as such in the following three tasks. These tasks include:

1. *Task 3 - A Review of Demographics, Land Uses, and Travel Patterns* – This tells us where potential transit users live and where people are going.

2. *Task 4 - Review of NCRTD services* – In this task we will determine the current level of service and where it operates.

3. *Task 5 - Identification of Unmet Needs* – In this task we will compare the areas of need to the level of service provided so that we can assess how the needs are met and where the unmet needs may exist.

Task 3 – Review of Demographics, Land Uses and Travel Patterns

The first part of the needs assessment is to identify where potential users reside and where they need to go. Through the analysis of demographic patterns, land uses (trip attractors) and travel patterns, we can discern potential needs, both met and unmet.

Subtask 3.1 - Review Existing Planning Document

As a first step in this task, KFH Group will review existing studies and data related to transit assessment and needs, including relevant documents prepared by municipalities, counties, or regional agencies that cover the study area, including:

- County Plans
- Transit plans from any of the systems
- NCRTD rider or public surveys
- NCRTD studies
- Other plans and studies that may be relevant

Subtask 3.2 - Transit Needs Assessment Using Census and Other Secondary Data

KFH Group uses a Census-based methodology to identify areas that need transit service. This is a Transit Dependence Index (TDI) methodology, which KFH Group has developed to identify areas in greatest need of transit services, based on the number and density of the population displaying transportation needs characteristics. Demographic groups that factor into the TDI include households with no vehicle available, older adults (ages 65+), youth (ages 10-17), people with disabilities, and people living below the poverty level. Exhibits G-1 and G-2 provide examples of the types of maps generated for these purposes. In addition, the model factors in overall population density, since density is critical for supporting traditional fixed-route transit. We use data from the 2010 Census and the 2005-2009 American Community Survey to conduct a detailed needs analysis at the block group level. If desired by NCRTD for Title VI planning purposes, we can also identify areas with high densities of persons of Limited English Proficiency (LEP) using our Environmental Justice Index (EJI) methodology.

Subtask 3.3: Demographic Trends

In addition to the TDI analysis, KFH Group will identify current and projected demographic data on:

- Location and density of general population and specific subgroups as requested,
- Location and density of potentially transit-dependent populations. In addition to the populations included in the TDI analysis, we will include college students and current transit riders. Current transit ridership data will incorporate data available from current transit providers as well as transit commute mode reported in the Census Transportation Planning Package.

We will identify areas with highest projected growth, and to the extent projections are available for specific demographic groups, the areas where transit-dependent populations are expected to grow more rapidly than the other areas.

Exhibit G-1: Example of Needs Analysis Map
Concentration of Persons with Transit Dependent Characteristics and CATA 1/2 Mile Route Coverage

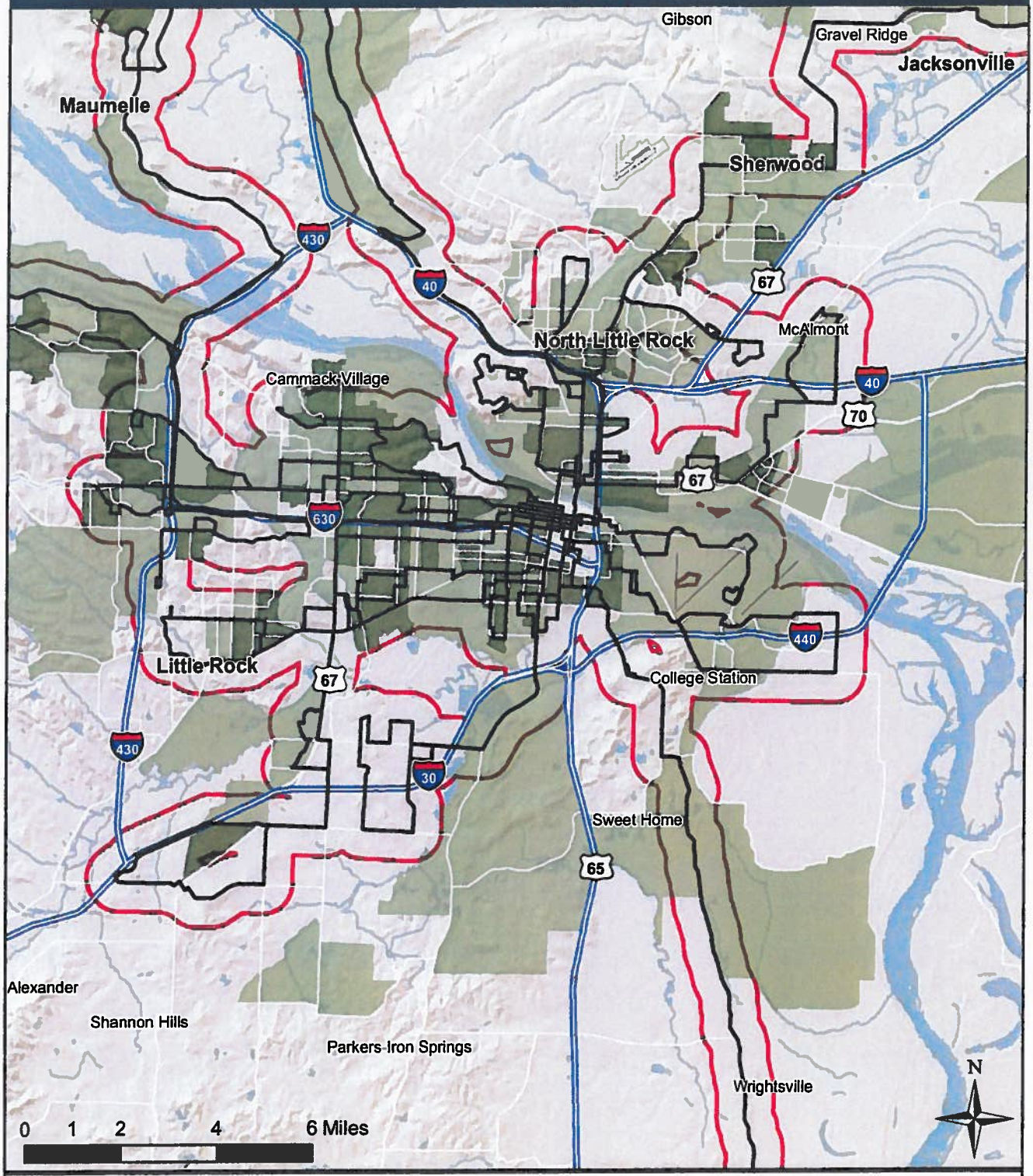
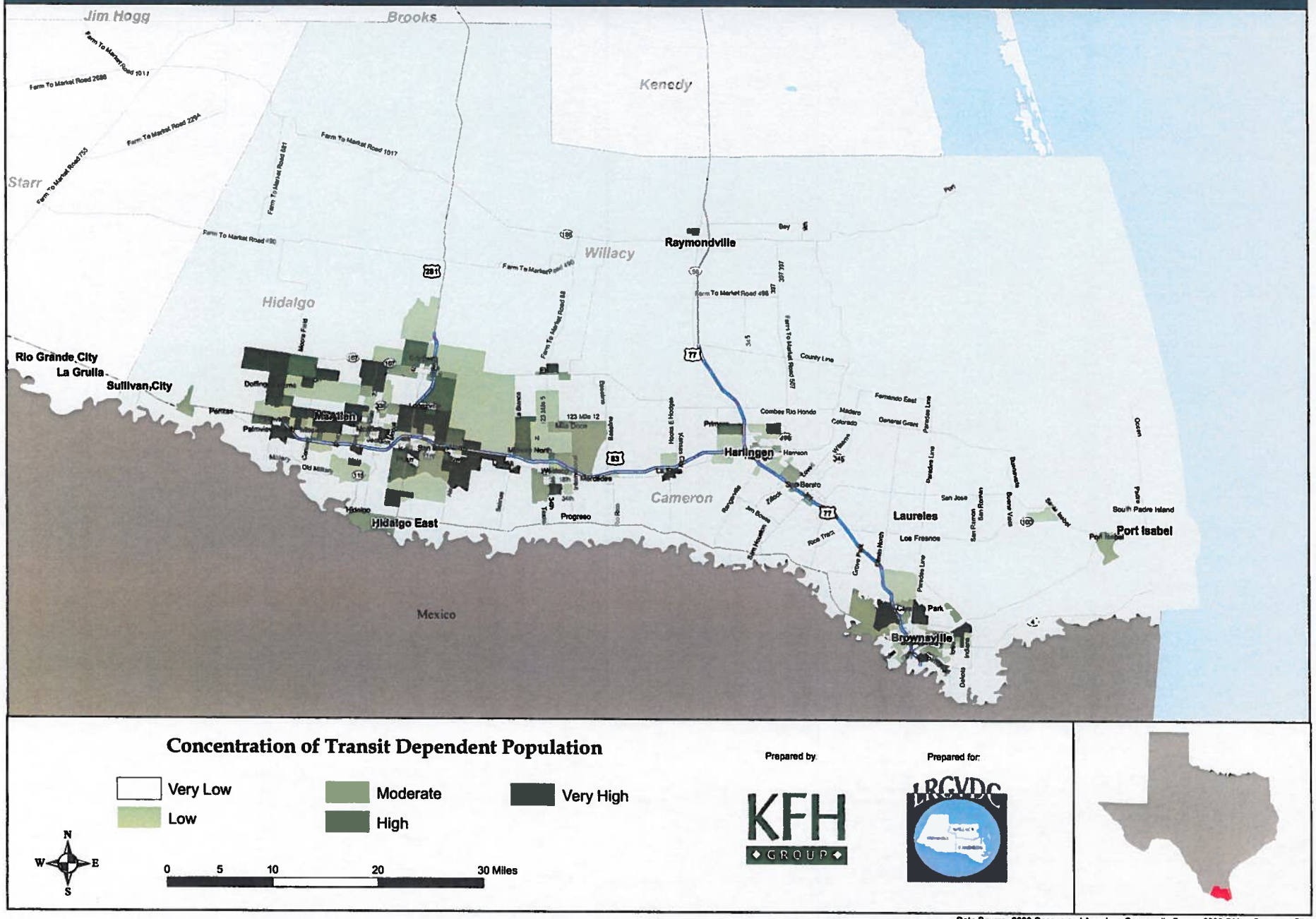


EXHIBIT G-2: EXAMPLE OF NEEDS ANALYSIS MAP
LOWER RIO GRANDE VALLEY REGIONAL PUBLIC TRANSPORTATION COORDINATION PLAN
TRANSIT DEPENDENT INDEX



Data Source: 2000 Census and American Community Survey 2009 5 Year Summary File

Subtask 3.3 - Demographic Trends

In addition to the TDI analysis, KFH Group will identify current and projected demographic data on:

- Location and density of general population and specific subgroups as requested,
- Locations and destinations of tourist based populations
- Location and density of potentially transit-dependent populations. In addition to the populations included in the TDI analysis, we will include college students and current transit riders. Current transit ridership data will incorporate data available from current transit providers as well as transit commute mode reported in the Census Transportation Planning Package.

We will identify areas with highest projected growth, and, to the extent projections are available for specific demographic groups, the areas where transit-dependent populations are expected to grow more rapidly than the other areas.

Subtask 3.4 - Location and Density of Transit Trip Generators

The KFH Group team will map the locations of major transit trip generators, including:

- Major employers/employment centers - To the extent that data are publicly available, we will report the following for each major employer: total employees, low-income employees, and shift-work employees
- Community services (including human service agencies)
- Secondary, post-secondary, and vocational schools
- Health care facilities
- Major shopping destinations
- Other regional destinations (such as areas of significant tourism).

The consultant team will also review residential and commercial growth and land-use patterns in the study area. Planned major land use projects and growth patterns will be located. We will also map regional corridors.

Subtask 3.5 - Existing Transportation Data

The KFH Group team will analyze current transportation patterns using existing transportation data available through the Census Bureau and local or state data and identify patterns that are relevant to transit service planning. This includes an analysis of:

- Travel patterns by mode, travel time, trip purpose
- Commuter travel within the study area and surrounding areas
- Traffic congestion patterns

Specifically, we will be looking for patterns that can be efficiently served by transit and likely to generate transit ridership. Different transit modes will be considered for this analysis as depending upon the population density, traveling patterns, and projected growth. Modes considered for each corridor may include traditional bus service, regional bus service, with fixed schedule, demand-responsive, vanpool or flexible routes for less densely populated areas. The corridors will be analyzed from a broad-brush perspective.

Task 3 Deliverable:

- Interim report that will synthesize findings and recommendations from the existing plans, and include a summary and analysis of current and future conditions for populations, trip generators, and travel patterns, presented with the deliverables of Tasks 4 and 5

Task 4 – Review of NCRTD and Connecting Services

The emphasis of this task will be on NCRTD services and how they connect to adjacent services. A set of performance measures or benchmarks by which to compare new service will be developed as well.

It is essential to compare service to like service. It is understood that some routes are inherently more productive than others. Services will be categorized for comparison services. Paratransit, feeder routes, small urban and regional/commuter service are all separate categories, expecting different results.

The study team will examine each route and make determinations as to whether it should be maintained, modified, or eliminated. Categories for review will include: service per capita, ridership and passenger productivity, cost to provide service on a per hour/mile basis, per trip cost, geographic feasibility, safety and health impacts, economic impacts, and environmental impacts.

Subtask 4.1 - Review of Transit System

The KFH Group team will work with NCRTD staff to develop a comprehensive review of existing services in the four counties. We will also look at the other five systems to determine the effectiveness of their coordination/cooperation. Our operational review will include on site-visits to all providers as well as thorough evaluation of relevant data and reports.

Subtask 4.1.1 - Overview of Existing Service and Goals and Objectives. Our team will document service types, provision models, span and frequency of services, agency organization, as well as contracting activities for each transit operator. We will perform a detailed review of key performance measures, including:

- Annual ridership and service trends over the past three years
- Review of performance measures
- Service hours, miles, one-way trips
- Analysis of origins and destinations
- Our approach will also rely on on-site observation, input from customers, drivers and other staff, and a review of system documents.
- We will also review service design standards and the goals and objectives of the service.

The service cost inventory will include:

- Annual capital and operating costs for the most recent five years
- Operating expenses
- Farebox revenue
- Operating subsidy
- Productivity (Passengers per revenue hour)
- Annual operating cost
- Cost per revenue hour
- Cost per passenger trip
- Funding sources

The outcome of Subtask 4.1 will be a technical memorandum outlining the existing conditions of transit service in each of the four counties.

Subtask 4.2 - Transit System Analysis

In this subtask, the project team will evaluate key planning data to provide information to better understand existing and future transportation issues and challenges.

Subtask 4.2.1 - Examination of Relationship with Adjacent and Connecting Transit Services. Clearly NCRTD understands that residents and visitors do not care about political jurisdictional boundaries and want to travel across the region, necessitating full cooperation and coordination with each of the six transit systems in the region:

- Is there significant overlap or duplication of services?

- What opportunities exist for further coordination/consolidation of service?
- What initiatives can be undertaken jointly to satisfy transit needs that cannot be met by NCRTD alone?
- Look at technology, communications, web site, fare medium, driver training, maintenance and other functions that can be coordinated in a non-threatening manner.

The KFH Group Team will meet with each of the other system's management as appropriate and ask them to fill out a brief needs survey so that we may obtain their perspectives on meeting the community's needs.

Task 4 Deliverable

- A detailed review of existing service and connections to other systems, presented in an Interim Report with the deliverables of Tasks 3 and 5

Task 5 – Assessment of Needs

The final step in the needs assessment analysis is comparing total need to total services in order to determine the unmet needs and gaps in service. Utilizing demographic and boarding and alighting information available from paratransit driver manifests, we will synthesize pertinent ridership and operating information, field observations and the results of the public outreach effort to support a comprehensive review and analysis of the transit systems. This effort will help us to identify the unmet mobility needs and potential gaps in transit service in the four-county region. We will use the findings to evaluate the potential for generating future transit ridership over the next five years and beyond. The analysis will include areas within the study area as well as communities not currently being served by the four transit operators.

Task 5 Deliverable

- Assessment of Needs, presented in an Interim Report with the deliverables of Tasks 3 and 4

Task 6 – Preliminary Options, Alternatives and Proposed Strategies

This stage of the process is particularly important in that it will ultimately guide the plan and the rest of the process. It will be important to give the stakeholders and the committee enough information to make the necessary informed decision.

Subtask 6.1 - Review of Alternatives

There may be a variety of strategies, some route specific and other related to other aspects of the service such as bus stops, dispatching operations, training, technology and other aspects of service. Each alternative will be in compliance with the local and regional planning process and will consider the impacts on recreation, scenery, historic resources, wildlife habitat, and other affected resources. In addition the alternatives will be developed in keeping with North Central New Mexico design needs. For each alternative the information provided will include:

- Service type (fixed-route, flexible route, demand-response, etc.)
- Route maps
- Service characteristics (days of service, seasonality, span of service, headways)
- Potential ridership impacts
- Five-year estimates of operating costs, revenues, and funding requirements
- Capital requirements including vehicles, facilities, other infrastructure costs—and funding

The range of alternatives developed will focus on realistic designs and will allow stakeholders to select from a variety of options in the following areas:

1. ***Service Design*** – There are a variety of potential service designs. While it is anticipated that fixed route/ADA paratransit and/or flex route will predominate, dial a ride options may be viable as neighborhood collectors or in response to sporadic demand.

2. ***Route Design*** – All routes will be designed to follow KFH Group guidelines for the design of fixed/flex route service. The KFH Group has been training transit systems for 15 years on how to design effective rural routes.

3. ***Service Levels*** - Headways are a major driver of costs. To go from 1 hour headways to ½ hour headways virtually doubles the operating costs. Going from ½ hour headways to ¼ hour will virtually double costs again. Headways are also a major determinant of usage. For tourist areas, headways should be short in order to have a more significant impact on traffic and parking (one of the key goals). Peak and non-peak services will be considered.

4. ***Vehicle Size*** – It will be important to purchase vehicles large enough to meet the peak demand. A second door may also be warranted in many cases, depending on ridership estimates.

5. *Service Hours* – Service should cover basic commuter hours, including service related commuters who may work past 9:00 p.m. This service can also serve as a late night restaurant/bar bus if the demand warrants this.

6. *Bus Stops* – Safety, accessibility and connectivity of official pathways are key. We will also look at stops that may be able to justify some level of amenities such as benches, shelters, solar lighting as well as a "next bus" technology.

The second set of alternatives will look at service improvements through operational or technological changes. These could include:

- Improved coordination:
  - Maintenance
  - Training
- Dispatch techniques
- Technology
- Marketing
- Fare policy

Task 6 Deliverable

- A detailed review of alternatives
- We will meet with the study committee and assist them in making decisions that will guide the rest of the project

Task 7 - Recommended Transit Service Plan

The results of the previous tasks and the selection of alternatives/strategies will be incorporated into a concise detailed plan. The Plan will address the key issues put forth by the NCRTD:

1. Is NCRTD effectively leveraging opportunities – employing their strengths and optimizing their resources?

2. Are there additional services or partners with which NCRTD should collaborate? This is essential in a service area with connecting services.

3. Are there ineffective or duplicative services where at least some of the service can be better directed elsewhere? Can they be improved through service change, new route design, marketing or should the route be terminated?

4. Approaches to service can include:

    a. Collaboration/coordination/consolidation
    b. Service design/connection

5. Factors measuring success will include productivity and a small number of performance measures.

6. NCRTD has had a number of successes this past year. We will study them and learn.

7. Review inter-organizational duplication and opportunities.

8. Mobility plus economic development:

    a. Air quality
    b. Housing - Often housing, hospitals, or developments are built without regard to transit. They then expect service and placing the burden and cost on transit. There are ways to mitigate this issue.
    c. Job creation
    d. Environment sustainability
    e. Energy consumption

9. General public and sub groupings, including all components of the transit dependent population, commuters, businesses and others.

10. Service design(s): Types/modes, routes/service area, schedules and concepts, days and hours of service, and vehicle, staffing/management and facility requirements, including accessible bus stops.

11. Service/performance criteria: The KFH Group has conducted national research through the Transit Cooperative Research Program (TCRP) reports on paratransit performance measures. The primary author of that study, Ms. Ellis, a senior planner at KFH Group, will review existing performance measures at NCRTD and as necessary develop a simple to implement, yet vital, set of performance measures for all modes.

The Draft Plan will be presented to the study committee for review and comment. As needed, additional presentations will be made. Once comments have been received and in consultation with NCRTD, the consultants will complete the Transit Service Plan. Simultaneously with this effort, the consultants will complete the Implementation and Funding Strategies Plans and incorporate them into the Transit Service Plan.

Task 7 Deliverables

- The Draft Transit Service Plan will be presented to the study committee for review and comment
- Once completed the final draft Transit Service Plan will be produced in conjunction with the Implementation and Funding Strategies Plan

Task 8 - Implementation Strategies and Funding Strategies

The implementation and funding strategies will be developed concurrently with the Transit Service Plan and will ultimately be incorporated in the Plan itself.

Subtask 8.1 - Implementation Strategies

An implementation plan and detailed timeline/schedule will be developed for the selected alternatives that cover a wide range of activities, including but not limited to:

- ***Operations Planning*** – Potential headways, transfer points as needed as well as procedures, scheduling and manpower needs will all be addressed.
- ***Securing Funding*** – Clearly this is an essential activity and we have some innovative ideas to assist NCRTD.
- ***Vehicle Procurement*** – As needed, vehicles should be secured as soon as possible. This should be one of the first activities if appropriate vehicles are not currently available.
- ***Marketing and public information*** - This will include working closely with businesses, governments and residents to ensure a smooth implementation.
- ***Hiring, Training and Practice*** – The timing of the hiring of management and staff (whether in-house or contracted) is critical to success.
- ***Kick-Off*** – Do not implement service until everything is ready.
- ***Service Monitoring*** – Initial service monitoring during the implementation.

The implementation plan will be completed after selection of the most appropriate alternative(s). The plan will include all details specified below. In addition, we will review intelligent transportation systems (ITS) as appropriate for the service design. The implementation plan will become a part of the Transit Service Plan and will include, but not be limited to, the following:

1. Routes (with maps)
2. Schedules (days/hours/frequency)
3. Transfer procedures and locations (if there is more than one route)
4. Estimated annual revenue miles, revenue hours and operating costs
5. Vehicle type and capital costs
6. Fare media and categories including parking fees, walk-in fees and transit fares
7. 5-year operating plan
8. 5-year capital plan
9. 5-year revenue and funding plan
10. Draft contract for a private operator (if needed)
11. Potential service metrics
12. Bus stop/amenity plan (including real time info and key stops)
13. Park and ride plan/regulations (based on general type, size and location requirements)

Subtask 8.2 – Funding and Revenue Strategies

There are a variety of funding sources, many of which are already taken advantage of by NCRTD. This includes FTA funds, tax receipts and some local government contributions.

There is no question that funding is always a challenge; however, many transit systems, knowing they operate a valuable service, find a way to get the funding. One of the greatest untapped areas is the private sector. There are a number of business arrangements that can be initiated by transit and private businesses such as a sponsorship program that some larger businesses find attractive.

Task 8 Deliverables

- The deliverable will be a draft review of implementation and funding strategies
- We will meet with the study committee to present these plans at the same time we are presenting the Draft Transit Service Plan
- The Plan will be modified as necessary based on comments and a Final Plan will be delivered. Presentations will be made as desired by NCRTD

Task 9 – Final Transit Service Plan

The draft materials will be submitted for comment to the study committee. Once comments are received, the consultants will develop a Final Draft Transit Service Plan

for the Board of Directors. Upon receipt of all comments from the Board members, the consultants will complete the Final Transit Service Plan.

PROJECT SCHEDULE

The KFH Group Team proposes to complete this project in an 8 month timeframe. Figure G-1 details the timeline/schedule.

Figure G-1: Proposed Project Timeline

Tasks	Months from Notice to Proceed								
	1	2	3	4	5	6	7	8	
Task 1 - Project Initiation	*								
Task 2 - Outreach		*	*	*					
Task 3 - Review of Demographics, Land Uses, Travel Patterns				●	*				
Task 4 - Review of NCRTD and Connecting Services					●	*			
Task 5 - Identification of Needs						●	*		
Task 6 - Preliminary Options, Alternatives, Proposed Strategies							●	*	
Task 7 - Recommended Transit Service Plan								●	*
Task 8 - Implementation Strategies and Funding Strategies								●	*
Task 9 – Final Transit Service Plan								●	* F

* Meeting
● Deliverable
F Final Report

H. COST CONTROL

INTRODUCTION

In this section, we discuss how we will control our costs. Mr. Ken Hosen, one of the owners of the company and the proposed Project Manager will be responsible for ensuring that we do not go over the budget.

The KFH Group Difference

We never, ever go over budget unless the work plan changes and we agree on changes. We always complete the budget for the agreed upon amount of money, with no exceptions. We make the same pledge for NCRTD. *We will not go over budget.*

I. COST PROPOSAL

The KFH Group and its team member Southwest Planning and Marketing (SWPM) propose to conduct this effort for $149,670. This proposal constitutes a firm offer to perform the specified work for the specified rates and is valid for a period of 90 days beginning January 11, 2013. We anticipate that work on this contract would be performed over an 8-month period.

Table I-1 displays the estimated cost by task, detailing all costs estimated with each task. Table I-2 is the budget detailing all of our costs in an effort to be as transparent as possible.

Sue Knapp, President of KFH Group, has the authority to negotiate contracts for KFH Group. Technical questions can be addressed to Ken Hosen. He can be reached at 512-372-8807 (voice) or 512-372-8307 (Fax) or E-mail: KHosen@kfhgroup.com. Mail should be addressed to the company at 4920 Elm Street, Suite 350, Bethesda, Maryland, 20814. KFH Group certifies that it is not on the Comptroller General's List of Ineligible Proposers.

Table I-1 NCRTD ESTIMATED COST BY TASK

Staff Person	Rate	Task 1 Project Initiation	Task 2 Outreach	Task 3 Review of Demographics and Travel patterns	Task 4 Review of Services	Task 5 Assessment of Unmet Needs	Task 6 Preliminary Options and Strategies	Task 7 Recommended Service Plan	Task 8 Implementation and Funding Strategies	Task 9 Final Report	TOTAL
1. Labor and Overhead											
Ken Hosen	153.00	2448.00	2448.00	2448.00	6120.00	6120.00	6120.00	3672.00	6120.00	1224.00	$36,720.00
Sue Knapp	$166.50	0.00	0.00	0.00	0.00	1332.00	2664.00	1332.00	1332.00	0.00	$6,660.00
Fred Fravel	153.00	0.00	0.00	0.00	2448.00	1224.00	2448.00	1224.00	2448.00	0.00	$9,792.00
Reyes Barboza	90	1440.00	2520.00	0.00	1440.00	720.00	3600.00	2160.00	3600.00	720.00	$16,200.00
Dan Dalton	$114.75	0.00	0.00	0.00	2295.00	0.00	2295.00	1836.00	1836.00	918.00	$9,180.00
Beth Hamby	119.25	0.00	0.00	4770.00	0.00	2385.00	0.00	1908.00	1908.00	954.00	$11,925.00
Bennett Powell	$58.50	0.00	0.00	2340.00	2340.00	0.00	0.00	468.00	0.00	702.00	$5,850.00
Support	$67.50	0.00	0.00	0.00	0.00	270.00	0.00	540.00	0.00	540.00	$1,350.00
Chris Cordova	$125	500.00	3000.00	1000.00	1000.00	1000.00	1000.00	1000.00	1000.00	0.00	$9,500.00
Bruce Poster	$125	500.00	3000.00	0.00	0.00	500.00	500.00	500.00	500.00	0.00	$5,500.00
Efrain Villa	$125	0.00	3000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	$3,000.00
Support - SWPM	$40	0.00	6400.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	$6,400.00
3. Travel		$1,400	$1,487			$1,400	$700	$700		$700	$6,387.00
4. Other Direct Costs		$50	$7,100	$50	$50	$50	$50	$100	$50	$100	$7,600.00
Subtotal		$6,338	$28,955	$10,608	$15,693	$15,001	$19,377	$15,440	$18,794	$5,858	$136,064
Fee		$634	$2,896	$1,061	$1,569	$1,500	$1,938	$1,544	$1,879	$586	$13,606
TOTAL COST		**$6,972**	**$31,851**	**$11,669**	**$17,262**	**$16,501**	**$21,315**	**$16,984**	**$20,673**	**$6,444**	**$149,670**

Table I-2 NCRTD PROJECT COST SUMMARY

		Hours	Rate	Cost	
Labor					**$43,412**
Ken Hosen	Principal/Project Manager	240	$68.00	$16,320	
Sue Knapp	Senior Advisor	40	$74.00	$2,960	
Fred Fravel	Senior Advisor	64	$68.00	$4,352	
Reyes Barboza	Assistant Project Manager	180	$40.00	$7,200	
Dan Dalton	Senior Trans. Planner	80	$51.00	$4,080	
Beth Hamby	Senior Trans. Planner	100	$53.00	$5,300	
Bennett Powell	Transportation Planner	100	$26.00	$2,600	
Support		20	$30.00	$600	
Overhead: 125% of salaries					**$54,265**
Subcontractor Labor					**$24,400**
Chris Cordova	SWPM Lead	76	$125	$9,500	
Bruce Poster	Facilitator	44	$125	$5,500	
Efrain Villa	Facilitator	24	$125	$3,000	
Support	Notes/prep	160	$40	$6,400	
Travel: 8 trips @$700				5600	**$6,387**
Subcontractor Travel				787	
Other Direct Costs: Printing. Postage, delivery				500	**$7,600**
Meeting Prep, Media				7100	
Subtotal					**$136,064**
Fee: 10%					**$13,606**
TOTAL					**$149,670**

Appendix A:

RESUMES

KFH Group

Ken Hosen, Project Manager
Sue Knapp
Reyes Barboza Jr
Dan Dalton
Beth Hamby
Bennett Powell

SWPM Consultants and Facilitators

Chris Cordova
Bruce Poster
Efrain Villa

KENNETH I. HOSEN — *VICE PRESIDENT*

Organization
KFH Group, Inc

Education
- M.S. – Planning, The University of Texas, 1980
- B.A. Geography, State University of New York at Brockport, 1975

Years of Relevant Experience: 33

Professional Activities
- Community Transportation Association of America (CTAA), State Delegate – Maryland, Member – certification council
- Board Member of National Association for Transportation Alternatives, predecessor to CTAA,
- American Public Transportation Association (APTA), Wheelchair Users subcommittee – member

Mr. Hosen is a Transportation Planner with 32 years of practical experience and research in managing, planning, and coordinating transit. His background includes rural and urban transit planning and operations, transit management, project evaluation, technology research and procurement; and writing practical guidebooks for transit professionals. In addition he has also worked with transit systems serving tourists for over 30 years, including successful management of projects of the scope required in this study.

Relevant Experience

Public Transit Planning

Mr. Hosen has been developing public transit plans since the 1980s. He has directed over 100 transit planning and technical assistance projects nationwide for some of the largest and smallest systems in the country. His public transit planning experience includes projects for cities and counties in Arkansas (Little Rock and Texarkana), Idaho, Maryland, Michigan, Ohio, North Carolina, Virginia, Vermont and over 15 transit systems in Texas. These projects have included route plans, feasibility studies, implementation plans, coordination studies, and traditional transit development plans. Mr. Hosen also has significant experience in the evaluation/assessment of transit and paratransit systems, having conducted performance reviews in Austin (TX), Jacksonville (FL), Baltimore (MD), Sacramento (CA), Orange County (CA), Reno (NV), Minneapolis/St. Paul, Corpus Christi (TX), Pinellas County (FL), Charlotte (NC), Monmouth and Mercer Counties (NJ), Little Rock (AR), Hartford (CT), Buncombe County (NC), Rutland, Bennington and Middlebury (VT) and other systems.

Transit Management and Operations

Mr. Hosen has over 30 years experience operating transit and providing assistance to public transit operators, planners and policy makers on all levels of government and throughout the country. Mr. Hosen's extensive transportation management and operations experience includes having driven taxicabs in New York and Boston and fixed route buses in Austin, giving him unique perspectives on service operations as well as management positions at Capital Metropolitan Transit Authority in Austin as Director of Paratransit, and Transportation Management Services, Inc., including Manager of Contracts and Safety and General Manager for The Ride in Boston. Mr. Hosen also served for six years as the Medicaid transportation manager for 30 counties in Central Texas.

Transit Research and Guidebooks

Mr. Hosen served as the Principal Investigator for two Transit Cooperative Research Program (TCRP) projects including TCRP Report 70: *Guidebook for Change and Innovation at Rural and Small Urban Transit Systems* and TCRP Report No 99 - *Embracing Change in a Changing World* – a guidebook for rural and small urban systems. He was a team leader on TCRP Report No. 76 – *Guidebook for Selecting Appropriate Technology Systems for Small Urban and Rural Public Transit Operators*. He has also participated in a Federal Highway Administration study on transit technology.

Transit Technology

Mr. Hosen has conducted transit technology procurements since 1986, and is a national leader in the application and procurement of technology for paratransit, including paratransit software, Mobile Data Terminals (MDTs) Automatic Vehicle Locator (AVL), card readers, Interactive Voice Recognition (IVR) and other technology. He has conducted two statewide procurements in Maryland and North Carolina, and has assisted numerous transit systems in procuring technology, including Orange County (CA), Charlotte (NC), Baltimore (MD), Austin (TX), Denver (CO), Hartford (CT), and Pinellas County (FL).

Training Programs for the Transit Industry

Mr. Hosen has conducted a wide variety of training programs for transit managers, operations staff, and others across the country for local, state, and national organizations. His training programs include: *Business Planning for Transit*, *Dispatcher Training*, *Sensitivity and Passenger Assistance Training*, *Planning for Transit*, *Paratransit Management*, *Understanding Technology*, *New Funding Sources* as well as other specially tailored training classes. Participants in the training include transit managers, supervisors, planners, and drivers. His training programs are all original and draw upon actual first-hand experiences at over 150 transit operations, including taxi companies, as well as national research. Mr. Hosen was a lead trainer for the Taxi, Limousine, and Paratransit Association's (TLPA) training seminars on *Enhanced Contracting Opportunities* for taxi and other for-hire transportation providers. In the 1990's, Mr. Hosen developed one of Project ACTION's first travel training courses with a demonstration grant, working with a local independent living center in Austin, TX in cooperation with the local public transit system. It is still used by Project ACTION.

Relevant Employment History

Dates	Position(s)	Organization
1995 – Present	Vice President	KFH Group, Incorporated
1989 – 1995	Senior Planner	Ecosometrics, Incorporated
1987-89	Paratransit Manager	Transportation Management Services, Inc
1985 -87	Paratransit Manager	Capital Metro, Austin, TX
1979-86	Medicaid Transportation Manager	Texas Department of Human Resources
1970-78	Driver – Taxis and Buses	Taxi Companies in New York and Boston, buses in Texas

SUE F. KNAPP — *PRESIDENT*

Education
- M.S. Civil Engineering, University of Buffalo, 1975
- B.A., School of Architecture and Planning, University of Buffalo, 1974

Years of Relevant Experience: 35

Professional Activities
- Western Montgomery County Citizens Advisory Board, Chair
- Woodmont Triangle Action Group, Chair

Ms. Knapp is a transportation planner with over 35 years of research and practical experience in transit planning, funding, operations, evaluation, and research.

RELEVANT EXPERIENCE

Transit Planning, Management and Operations

Ms. Knapp has 35 years experience providing assistance to public transit operators and policy makers on all levels of government and throughout the country. She brings to the project team experience in planning and costing innovative public, private, and specialized transportation services. Ms. Knapp has directed over 60 transit planning studies nationwide to prepare Transportation Development Plans (TDPs), including the compilation and assessment of transit needs and performance, and has provided technical assistance to many local communities on how to improve their transit systems. Ms. Knapp's recent experience includes the development and assessment of transit alternatives to be implemented in conjunction with the I-95/I-395 HOT lanes in Virginia and recently designed and assessed transit alternatives for the *I-66 Transit/Transportation Demand Management Study* (both for VDRPT, under Cambridge Systematics). She recently managed the KFH effort for the BRAC transit study for Aberdeen and conducted a route restructuring study for the Wicomico-Salisbury MPO.

Transit Funding, Cost Analysis, and Financing

Ms. Knapp led the firm's involvement (under a subcontract with Jack Faucett Associates) in determining the economic impact of the HART transit services in Danbury, Connecticut and currently is leading the firm's work on a similar effort in Lynchburg, VA. She has developed cost allocation methods and tools for various local and state transit agencies and provided training on using those tools. Ms. Knapp managed a project to assist the Chittenden County Metropolitan Planning Organization and a state-level task force in preparing a report for the Vermont State Legislature on financing transit services in Chittenden County, Vermont. She was Project Manager on a contract to develop rail and bus allocation formulas for the WMATA. As KFH Group Team Leader on a task order conducted for the MTA, she analyzed the cost of Metrobus service in Montgomery and Prince George's Counties and assessed the potential operating and capital costs of providing that service through the county systems or contracting to private management firms.

Management Performance Reviews (MPRs) and Compliance Reviews

Ms. Knapp has been the Project Manager on numerous MPRs and has provided technical assistance to many local areas on how to improve their transit systems. She is currently managing a project to conduct compliance reviews of 68 rural and small urban transit systems in North Carolina for NCDOT. Ms. Knapp has conducted over 30 Triennial Reviews of transit systems for the FTA and is knowledgeable concerning federal program and planning requirements. In addition, she conducted Triennial Reviews of four small S.5307 grantees in Maryland (two rounds, one in 1999 and one in 2002) and in 2006 conducted Triennial Reviews on eight Maryland systems. Ms. Knapp also assisted in the developing and updating of a manual the firm prepared a number of years ago for small transit systems in Maryland (S.5311 and S.5307). Along with this manual, she developed a compliance checklist for use by the MTA regional planners in assessing whether grantees are in compliance with FTA regulations. She recently managed a project to revise Maryland's State Management Plans and develop new State Management Plans for the JARC and New Freedom Programs in the state. She developed a new chapter for the Maryland operator's manual on complying with various Civil Rights requirements including Title VI (LEP and Environmental Justice), DBE, EEO and Emergency Preparedness and developed a training course for the Maryland systems on the topics.

Human Service Agency Transportation and Coordination

For the past 30 years, Ms. Knapp has managed numerous coordination studies and has developed plans for counties throughout the country aimed at integrating and coordinating public, private, and human service agency transportation. On the state level, she recently was the Project Manager on the Maryland Transit Administration (MTA) project to develop regional and state coordination plans for S.5310, New Freedom, and JARC. She is currently assisting MTA as they implement their FTA *United We Ride* and assisted PennDOT (under subcontract to Cambridge Systematics) on a project to develop state and local strategies to further coordination public and human service transportation in the Commonwealth. She also assisted the Tri-County Council on the Lower Shore (MD), along with the three county-based Locally-Operated Transit Systems (LOTS), as they consolidated the three systems into one regional transit entity.

Paratransit and Americans with Disabilities Act (ADA)

In the area of paratransit planning, Ms Knapp has conducted or participated in the analysis and review of the effectiveness of paratransit services at a wide variety of transit systems. She prepared ADA Complementary paratransit plans for transit systems in Washington, DC, Delaware, Connecticut, Virgin Islands, Hawaii, Vermont, and California. She was Project Manager for the Washington Metropolitan Area Transit Authority (WMATA) *Specialized Transportation Study* that provided information, analysis, and recommendations on ways to increase the cost-effectiveness of resources used to provide ADA paratransit service, other specialized transportation, and human services transportation in the WMATA service area. Recently, she participated in the development of the Guidebook under TCRP Project B-31 - *Guidebook for Measuring, Assessing, and Improving Performance of Demand-Response Transportation.*

Title VI/Civil Rights Assistance

Ms. Knapp currently is assisting the Virginia Department of Rail and Public Transportation (DRPT) in bringing the Commonwealth's S.5311, S.5310, S.5316, S.5317 grantees and MPOs into compliance with Title VI. This has included development of a "model" program and grantee training. She developed a new chapter for the Maryland operator's manual on complying with various Civil Rights requirements including Title VI (LEP and Environmental Justice), DBE, EEO and Emergency Preparedness and developed a training course for the Maryland systems on the topics. She is also currently assisting Connecticut DOT as the state revises its Title VI Program to bring it into compliance with FTA requirements. Recently, she assisted WMATA in the preparation of its updated 2011 Title VI Program.

Bus Stop and Facility Safety Assessments

Ms. Knapp recently acted at the Project Manager for the KFH Group subcontract with SAIC to conduct TCRP Project A-28: *Guidebook for Mitigating Fixed-Route Bus-and-Pedestrian Collisions* to develop a Guidebook to assist transit agencies and community members in understanding the problem of bus-and-pedestrian collisions and in determining preventative or remedial strategies for reducing the frequency and severity of these types of collisions. Ms. Knapp has served as the KFH Group Project Principal for the MWCOG Accessible Pathways project, the Montgomery County Bus Stop Inventory and Assessment, the WMATA Bus Stop Inventory, the development of Bus Stop Guidelines, and the development of customer improvements for Metro Extra services along Leesburg Pike.

Transit Research and Guidebooks

Recently, Ms. Knapp was the Principal Investigator for TCRP Project J6/Task 71 -*Rural Transit Achievements: Assessing the Outcomes of Increased SAFETEA-LU Funding for Rural Passenger Services* that resulted in the recently published TCRP Research Results Digest 93 and TCRP Web Document 46. She also was the Principal Investigator for TCRP Project F-12: *Employee Compensation Guidelines for Transit Providers in Rural and Small Urban Areas* and TCRP Project J-6 Task 70: *Security Standards and Guidelines Pertinent to Public*

Transportation. Ms. Knapp served as the Principal Investigator for two additional TCRP projects resulting in TCRP Report 61: *Analyzing the Costs of Operating Small Transit Vehicles,* a guidebook for compared the capital, operating and maintenance costs of smaller transit vehicles, and TCRP Report 54: *Management Practices at Small Urban and Rural Public Transportation Systems,* a toolkit of effective management practices. Finally, she was Project Manager for KFH Group's efforts under NCHRP Project 20-65(3): *National Public Transportation/Intercity/Charter Bus Liability and Catastrophic Insurance Availability/Accessibility* (NCRHP Research Results Digest 295) and was the KFH lead for the firm's work, under Cambridge Systematics, for TCRP H-34: *Local and Regional Funding Mechanisms for Public Transportation.*

Statewide Transit Program Assistance

Ms. Knapp has been assisting NCHRP and states as they develop statewide transit plans, program policies, and operating procedures. She currently is the Principal Investigator on NCHRP Project 20-65(44) – *Curriculum for New State DOT Transit Grant Managers in Administering Federal and State Transit Grants.* Recently, she completed two projects as Principal Investigator under NCHRP 20-65; NCHRP 20-65(17) - *Compliance Monitoring Tools* and NCHRP 20-65(18) - *State Best Practices for Developing a Title VI Civil Rights Program Document.* She was also the Principal Investigator for NCHRP 20-65(11) - *Current State Issues with Implementing FTA Section 5310 and Section 5311 Program,* NCHRP Project 20-65(7), *Evaluation of States' Ability to Have Adequate Staff Resources to Implement Federal Public Transportation Programs* and NCHRP 20-65(16*), Current State Eligibility Requirement for Grantees to Qualify for Federal Section 5310 and Section 5311 Funds.* Ms. Knapp was the Task Leader for the development of a Business Plan for the Texas Department of Transportation's Public Transportation Division, responsible for the operational review of the division. She is currently the Project Manager for the Update to the Vermont Public Transit Policy Plan for VTrans. She has worked with the Maryland Transit Administration (MTA) to develop and implement performance measures for Maryland transit systems and was the Project Manager on a task order to evaluate and re-design the state's formula for the allocation of Americans with Disabilities Act (ADA) funds. A secondary purpose of this task order was to assist MTA in formalizing its procedures for awarding capital to the Locally Operated Transit Systems (LOTS) in the State. She is the project principal on a task order to prepare an MTA grant management manual for the LOTS receiving grants under the state's transit programs and was the principal on a project to develop internal standard operating procedures (SOPs) for use by the state transit staff in managing the public transit program in Maryland.

Relevant Employment History

Dates	Position(s)	Organization
1995 - Present	President	KFH Group, Incorporated
1976 - 1995	Principal	Ecosometrics, Incorporated
1975 - 1976	Associate	Peat, Marwick, Mitchell & Company

REYES BARBOZA JR — *TRANSPORTATION PLANNER*

Education
- Master of City Planning, University of Pennsylvania, 2001
- B.A. Urban Studies, Stanford University, 1998

Years of Experience: 11

Mr. Barboza is a transportation planner with transportation experience concerning local, state, regional, and federal government policies and projects. He is experienced in conducting operations and needs analysis, leading outreach efforts, making presentations in Spanish as well, and establishing relationships with project stakeholders. Education: transportation systems planning, urban and land use planning, and finance.

Relevant Experience

Transit Operations Analyses and Planning

Mr. Barboza has worked on the development of Transportation Development Plans, as mandated by the Maryland Transit Administration (MTA), for several jurisdictions in Maryland. Recently, Mr. Barboza completed projects in Caroline County, Howard County, and is currently assisting with the Ocean City Transportation Development Plan. As the assistant Task Leader, Mr. Barboza established working relationships with the transit operators; evaluated their organizational structure and staffing; analyzed transit service performance; identified and presented inefficiencies in service; and assisted in the development of recommendations for improvement and the implementation (service) plan. In addition to small-urban/rural transit planning, Mr. Barboza has analyzed transit planning projects in urban environments and developed documentation to fulfill FTA New Starts planning requirements, including project area definition, transportation and land-use analysis, demographic analysis, potential alignments and accompanying costs, proposed travel times, and associated environmental impacts.

Public Transportation Coordination Plans

Mr. Barboza has a practical understanding of rural and small-urban transit services in regions across the country and has had major roles in completing tasks related to the development of regional coordination plans. These efforts included a review of existing services and gap analysis, outreach to stakeholders, identification of barriers/constraints, development of alternatives to address study area needs and an implementation plan. Mr. Barboza was vital in the development of regional coordination plan projects for the Lower Rio Grande Valley and Laredo regions in Texas.

Intercity Bus Assessment and Policy Analysis

Mr. Barboza has experience in the preparation of statewide intercity bus assessments/studies in Maryland, California, Minnesota, Utah, State of Washington, and Colorado. Primary project tasks completed include: documenting and analyzing existing intercity bus service and connectivity of service, assessesing program practices in light of state and federal regulatory policies, origin-destination analysis, identifying barriers and constraints, evaluating needs and service gaps, and developing potential strategies and cost estimates for proposed services.

Employment History

Dates	Position	Organization
2005 - Present	Transportation Planner	KFH Group, Incorporated
2003 – 2005	Planning and Resource Analyst	County of Fresno (California)
2001 – 2002	Transportation Planner	STV, Inc.
2000-2001	Transportation Planning/Management Intern	Cambridge Systematics, Inc.

DANIEL DALTON — SENIOR TRANSPORTATION PLANNER

Education
- B.S., Behavioral and Social Sciences - University of Maryland University College, 1996

Years of Relevant Experience: 17

Mr. Dalton is a transportation planner with 17 years of experience at the local, state and national levels in the operations and administration of public transit and human services transportation, and has an additional eleven years in the transportation industry. His background includes statewide and local coordination efforts, administration of federal and state funding programs, training and technical assistance, and program development and evaluation.

Relevant Experience

Transit Management, Planning and Assessment

Mr. Dalton is currently serving as Project Manager for a Transit Development Plan in Garrett County (MD) and for a study in Berrien County (MI) regarding the feasibility of consolidating four transit systems. As Project Manager, he recently completed transit plans for Charles County (MD), Radford University/City of Radford (VA), and Greene County (VA). Mr. Dalton recently assisted in the development of a Transit Services Plan for Winchester (VA), and participated in Virginia's Long-Range Multimodal Transportation Plan through the development of an issues paper on mobility, accessibility, and connectivity. Mr. Dalton's background also includes serving as assistant director for Transit Services of Frederick County (MD) where he planned, implemented, and evaluated fixed route, deviated fixed route, and demand response public transit services. At the Maryland Transit Administration (MTA), Mr. Dalton also evaluated public transit services operated by local transit systems in regard to established performance measures. Mr. Dalton serves as vice-chairperson for the Board of Directors for the Carroll County (MD) transit system in his home county.

Public Transit and Human Service Transportation Coordination/Mobility Management

Mr. Dalton has developed numerous coordinated public transit-human services transportation plans to meet federal planning requirements. For the Maryland Transit Administration (MTA), he served as Project Manager for regional plans for the Lower Eastern Shore, Upper Eastern Shore, and Baltimore areas. Mr. Dalton has also served as Project Manager for coordinated transportation plans in Arkansas, Idaho, and Virginia. Mr. Dalton is currently working with the Virginia Department of Rail and Public Transportation to update 21 regional Coordinated Human Service Mobility Plans that he helped develop in 2008. He also served as Project Manager in the delivery of the Michigan Coordinated Transportation Planning Workshops for local agencies charged with the development of the coordinated public transit-human services transportation plans. Mr. Dalton assisted in the development of a statewide human service transportation coordination model for Virginia, and is providing assistance in the implementation of this model. He recently conducted mobility management/coordination plans for Culpeper (VA) and the Southern Maryland region, and recently developed and facilitated statewide mobility management workshops in Maryland, New York, and Virginia. Previously while with the MTA, Mr. Dalton led the State's efforts to improve the coordination of public transit and human service transportation. Along with the Maryland Coordinating Committee and local partners, he developed Maryland's *Five Year Human Services Transportation Plan* that detailed programs funding public transit and human service transportation and recommended strategies for improving coordination at the state and local levels. In 2004, Maryland's coordination efforts were recognized by the Federal Government with a *United We Ride State Leadership Award*. Mr. Dalton served on several national committees exploring methods to improve coordination, and was a member of a Maryland contingent that visited Florida to meet with their officials to learn more about their coordination efforts. At Easter Seals Project ACTION (ESPA), Mr. Dalton served as a State Ambassador through the United We Ride initiative and provided technical

assistance to several states with their coordination efforts. He served as the keynote speaker at a transportation coordination conference in Wisconsin, and facilitated coordination sessions at workshops in Maryland, Oregon, Pennsylvania, South Carolina, and Virginia.

Program Administration, Development and Evaluation

Mr. Dalton has extensive experience with state level transit funding programs, including through the development of New Freedom and Job Access and Reverse Commute (JARC) Program applications for Maryland and Virginia. At the MTA, he developed, administered, and evaluated the State's JARC Program, working with state agencies, transit providers, and social service providers to combine different funding sources through the JARC Program and expand options for people with lower incomes. Mr. Dalton also participated in compliance reviews for JARC program sub-recipients to ensure these agencies were meeting federal requirements.

Training and Technical Assistance

With ESPA, Mr. Dalton provided training and technical assistance to public transit agencies, human service organizations, private transportation providers, and others in their efforts to improve mobility in their communities. He developed training curriculum, including updating the ESPA *People on the Move* train-the-trainer program. Mr. Dalton coordinated five People on the Move training events around the country each year, and served as one of the trainers for these events including presenting a module on human service transportation coordination. He also conducted training sessions at the ESPA Mobility Planning Services Institute, and in 2008 served as faculty for the Community Transportation Association of America's Coordination Institute.

Operations Management

Mr. Dalton served as the operations manager for a non-profit agency that provided coordinated human services transportation for older adults and people with disabilities. He supervised drivers, dispatch and scheduling operations, and vehicle maintenance. As the Assistant Director for Transit Services of Frederick County (MD), he was involved in operations planning that included services in rural parts of the county. Mr. Dalton also managed the operations network of a Meals on Wheels program, and has extensive experience with all aspects of operations through his assessment and evaluation of public transit services at the local, state, and national levels through his work with the MTA and ESPA.

Relevant Employment History

Dates	Position	Organization
2006 – Present	Senior Transportation Planner	KFH Group, Incorporated
2004 – 2006	Training and Technical Assistance Specialist	Easter Seals Project ACTION
2000 – 2004	Statewide Transportation Coordinator/ Chief, Statewide Programs	Maryland Transit Administration
1996-1999	Assistant Director	Transit Services of Frederick County, Maryland
1995-1996	Operations Manager	Urban-Rural Transportation Alliance
1990-1995	Distribution Manager	Meals on Wheels of Central Maryland
1984-1990	Operations Supervisor	Network Courier Service

BETH HAMBY — *SENIOR TRANSPORTATION PLANNER*

Education
- B.A. in Behavioral & Social Sciences, University of Maryland, 1986
- B.A. in Arts & Humanities, University of Maryland, 1987

Years of Relevant Experience: 25

Beth Hamby is a transit planner with 25 years of experience in local, state, and federal government projects, as well as transit operations and management. Her background includes rural and urban public transit, paratransit, coordinated human service transportation planning, performance evaluation, development of guidebooks and manuals, data reporting and monitoring, policy and procedures development, facilities planning, ADA compliance, Web content management, marketing and communications, customer service, and graphic design.

Relevant Experience

Public and Specialized Transportation Coordination and Planning

Ms. Hamby has inventoried specialized transportation providers and assessed their services as part of numerous Transportation Development Plans (TDPs), short-range transit plans, ADA paratransit plans, and human service transportation coordination plans conducted for counties, states, and councils of governments in Idaho, Maryland, North Carolina, Texas, Vermont, and Virginia. She recently assisted in developing public transit-human service coordination plans for three regions in Texas, and also preparing updates for 17 Local Mobility Management Network (LMMN) coordination plans across Idaho. She was primarily responsible for updating the inventory of existing transportation services (all modes), and for Idaho, developing a statewide vehicle inventory and 20-year capital replacement and expansion plan. She was also involved in developing the 2009 LMMN plans, particularly for those in the northern half of the state. Ms. Hamby co-authored TCRP Report 6: *Users' Manual for Assessing Service-Delivery Systems for Rural Passenger Transportation*, conducted under Project A-2. While with TransIT Services of Frederick County, Ms. Hamby managed service planning projects for County-operated rural and small urban transit.

Transit Facilities Planning and Assessment

As a consultant, Ms. Hamby has assisted in developing bus stop location and design standards for the Washington Metropolitan Area Transit Authority and Arlington County, Virginia. In addition to developing bus stop design standards, she has prepared stop and walking pathway assessment survey instruments; coordinated on-site assessments of over 600 bus stops; helped establish priority criteria for planning improvements; and developing specific safety and accessibility recommendations for high-priority stops. As a planner for Pierce Transit, Ms. Hamby coordinated assessment and resolution of bus stop accessibility and safety issues and drafted a program manual for the bus stop program. Leading a project to improve accessibility of signage and other "wayfinding" cues for customers with vision disabilities, she worked with a consumer advisory group to conduct a needs assessment and recommended signage and other facilities improvements to be installed as a demonstration at two transit centers.

State DOT Program Support and Development

Ms. Hamby has provided project support for state-level management of transit grant programs in Maryland, Georgia, Idaho, and North Carolina, through numerous projects. For the Maryland Transit Administration (MTA), she created a locally operated transit system program manual in 2001 and updated it in 2004 and 2012. This comprehensive resource addresses federal and state requirements that local organizations must comply with under the public transportation grant programs administered by the MTA. She is also currently preparing a similar guidebook for MTA's human service transportation program funding recipients. Ms. Hamby previously updated the Maryland S.5310 State Management Plan and conducted on-site compliance reviews for S.5310 recipients across the state. She also assisted in updating the Georgia S. 5311 State Management Plan as well as in conducting compliance reviews of

local recipients and developing new reporting forms. She administered the Maryland's Rural Transit Assistance Program (RTAP) for several years. She produced the quarterly Maryland RTAP newsletter from 2001-2005 and became editor again in 2011. Also for Maryland, she helped develop policies and procedures for state program staff in the administration of federal and state funding programs for locally operated transit systems.

For the Idaho Transportation Department, Ms. Hamby conducted desk reviews of all S.5311 rural transit systems on their compliance with the Americans with Disabilities Act (ADA) and appropriate use of funding, and also developed a statewide assessment of future costs for rural transit for use in educating state legislators. For the North Carolina Department of Transportation, she developed templates for financial management and grants management policies and procedures for use by rural and small urban transit systems throughout the state. She is currently developing a workbook of cost-savings strategies for transit operators under contract to the Michigan Department of Transportation.

Ms. Hamby has lead two national-level research projects resulting in development of tools for state DOTs. Under NCHRP Project 20-65(17), she developed a toolkit for use by state DOTs to monitor subrecipient compliance with FTA requirements, published as *NCHRP Research Results Digest 341: Compliance Monitoring Tools*. She recently completed NCHRP Project 20-65(36), *Data Needs for Assessing Rural Transit Needs, Benefits, and Levels of Service*, for which she developed tools for states to use in measuring rural transit service levels.

Development of Technical Assistance Resources

Ms. Hamby has worked on and developed numerous manuals, guidebooks and tools for transit providers, funders (including state DOTs), and consumers. In addition to her experience with state DOT support describe above, at Easter Seals Project ACTION, Ms. Hamby developed fact sheets, question-and-answer publications, and summary documents highlighting best practices from longer research reports on topics including accessibility of bus rapid transit, the New Freedom Program, accessible transit services in rural communities, and issues related to compliance with the Americans with Disabilities Act. She developed the interactive CD-ROM formats of several technical assistance resources, and co-developed a program for FTA to train regional staff and recipients in new and updated requirements of the Sections 5310, 5316, and 5317 programs, as well as the local coordinated transportation planning requirements established under SAFETEA-LU. Early in her career, Ms. Hamby provided substantive task support on TCRP Projects A-2 (published as *TCRP Report 6: Users' Manual for Assessing Service-Delivery Systems for Rural Passenger Transportation*), B-37 (published as *TCRP Report 147: Toolkit for Estimating Demand for Rural Intercity Bus Services*), and B-31A (published as *TCRP Report 136: Guidebook for Rural Demand-Response Transportation: Measuring, Assessing, and Improving Performance*). She was also a co-author of AASHTO's *Comprehensive Financial Management Guidelines for Rural and Small Urban Public Transportation Providers*.

Transit Operations

Ms. Hamby began her career in transit as a vehicle operator for Shuttle-UM, providing passenger transportation services to university students and staff in fixed-route and paratransit services, including students who use wheelchairs. She operated 40' and 30' transit coaches as well as vans and small buses.

Relevant Employment History

Dates	Position(s)	Organization
2008 – Present and 1998-2005	Senior Transportation Planner, Transit Planner	KFH Group, Incorporated
2005-2008	Information Specialist	Easter Seals Project ACTION
1998	Customer Service Specialist	Amazon.com
1996-1997	Planner, Capital and Long Range Planning	Pierce Transit
1994-1996	Assistant Director	Transit Services of Frederick County
1988-1994	Research Associate, Associate	Ecosometrics, Incorporated
1985-1988	Driver, Bookkeeper	Shuttle-UM Transit

S. BENNETT POWELL — *TRANSPORTATION PLANNER*

Education
- M.S. – Planning, The University of Texas, 2009
- B.A. Sociology and Environmental Studies, Western State College of Colorado, 2004

Years of Relevant Experience: 7

Bennett Powell is a planner specializing in transit service planning. He brings to the KFH Group team his skills and experience in land use planning, in particular how land use and transit can work together to help create great public spaces and functional transit services. Mr. Powell has also completed several vehicle maintenance and fleet management plans. His graduate studies were focused on Transit Planning, Land Use Planning and Public Facilitation.

Relevant Experience

Transit Service Planning

Mr. Powell specializes in developing transit services based upon the financial, geographic and organizational capabilities of a transit agency. He is proficient in GIS and has made hundreds of maps displaying transit dependent populations, regional travel patterns, existing transit services, trip origins and destinations, and location of major trip generators (major employers, medical facilities, high density housing, etc.) This analysis is used to create detailed service need assessments for transit systems by identifying nodes of transit demand and service gaps. He has contributed to route studies in Texarkana, TX, Houston, TX, Annapolis, MD, and regional plans throughout Idaho and Central Texas. Mr. Powell has also contributed work to coordinated transportation plans in Idaho, the Texarkana, TX region, the Lower Rio Grande region and Capital Area region, TX. Mr. Powell has also contributed to transit performance reviews in Texarkana, TX and Denver, CO.

Fleet Management and Vehicle Maintenance Planning

Mr. Powell has contributed to several fleet management planning efforts. He has completed detailed vehicle inventories and maintenance assessments for the T-Line bus service in Texarkana, TX, the Ark-Tex region in northeast Texas and for the State of Idaho. Mr. Powell has also contributed to the development of a vehicle replacement plan for T-Line.

Land Use Planning

Mr. Powell has extensive experience in the development of growth management plans, land use plans and zoning codes in communities across America. Mr. Powell has helped develop land use plans for the City of Dallas, TX, Portales, NM, Memphis, TN and Charleston, SC. Mr. Powell has also contributed to the development of zoning codes in Portales, NM, Denver, CO and Memphis, TN.

Relevant Employment History

Dates	Position(s)	Organization
2009-Present	Transit Analyst	KFH Group, Incorporated
2008-2009	Facilitation Planner	Providence Children's Home and Community Center
2006-2008	Land Use Planner	Code Studio
2001-2002	Project Administrator	Bennett Wagner & Grody Architects

SOUTHWEST
PLANNING & MARKETING

CHRIS CORDOVA

Chris Cordova has recently taken the helm at Southwest Planning and Marketing (10/12). Mr. Cordova specializes in market research, economic development, project management facilitation and planning. In addition to his duties as principal of SWPM, Chris serves the firm as consultant, facilitator, analyst, and marketing researcher, and works with communities, marketing and planning organizations at both the local and national levels. His areas of expertise include a wide-ranging spectrum of all aspects of Planning, market research and development including: research and strategic planning, statistical data analysis applications, fundraising, project development, and project management.

Mr. Cordova has consulted in nearly every community in New Mexico and brings 15 years of experience working on tribal cultural planning and implementation projects, including coordinating cultural restoration projects with input from San Ildefonso Pueblo and Santa Clara Pueblo. From 1991 to 1996, Chris developed and managed a marketing research program for the New Mexico Department of Tourism, which included survey research, development of extensive management information systems and a state-wide economic impact modeling effort. He also assisted in the planning and development of the Department of Tourism Strategic Plan.

Assignments include the following:

- *Santa Clara Pueblo Las Conchas Fire consultation*
- *Santa Clara Development Corporation consultation*
- *Mesa Del Sol Housing consultation*
- *Lincoln National Forest Branding Study*
- *Four Corners Market Dynamics Study-Cellular-One*
- *Indian Market, Folk Art and Spanish Market Economic Impact Studies*
- *Santa Fe Trails Bus Ridership Study*
- *Route 66/Camino Real Marketing Studies*

Chris holds degrees in Marketing, and Management, from the University of New Mexico Anderson Schools of Management. He has conducted numerous seminars and regularly guest-lectured on research methodologies at both New Mexico State University and the University of New Mexico. He serves on the board of Black Mesa Golf Club, is President of the Greater Western Travel and Tourism Research Association, Vice President of the New Mexico Jazz Workshop and treasurer of the Tourism Association of New Mexico.

Southwest Planning & Marketing
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P.O. Box 1506 Santa Fe, NM 87504
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SOUTHWEST
PLANNING & MARKETING

BRUCE POSTER

Bruce Poster is a facilitator and planning consultant who specializes in community planning, market research, marketing strategy, and strategic planning. He has over 35 years of experience as a consultant and 3 years as a city planner.

Mr. Poster brings a wide range of technical and organizational skills to his consulting and facilitation assignments. He has managed a number of complex projects, coached entrepreneurs, led negotiating teams, testified as an expert witness, and has over 25 ears experience as a facilitator. He has expertise in demographics, survey research, land-use planning, impact assessment, economics, sociology, strategic planning, marketing, management, and business development.

Mr. Poster interacts with his clients to create a vision and identify their goals. His excellent analytic and communication skills enable him to identify key issues at an early stage. Mr. Poster is a strategist, who enjoys difficult challenges. He is only satisfied when his client achieves the intended result.

Recent assignments include the following:

- *Conducting community, visitor, audience, shopper, alumni, and readership surveys*
- *Assessing the economic and social impacts of New Mexico community colleges and the IAIA*
- *Performing market studies for redevelopment projects in downtown Santa Fe*
- *Facilitating the development of comprehensive plans in Farmington and Hobbs*
- *Facilitating strategic planning sessions and public meetings*
- *Developing a Culture, Arts, and Tourism (CAT) Plan for Santa Fe City and County*
- *Developing main street plans in Espanola, Las Vegas, and Corrales*
- *Assessing the market for and fiscal impact of new communities and major subdivisions*
- *Conducting focus groups for shopping centers, banks, non-profits, and real estate developers*
- *Developing business plans for a shopping center, hotel, and cultural center*
- *Conducting benefit/cost analyses of a business incubator, film studio, and performing arts center*

Prior to moving to Santa Fe in 1977, Mr. Poster was a Senior Associate with Resource Planning Associates in Cambridge, Massachusetts and Washington, D.C., a Planner for Wilbur Smith Associates in San Francisco, and a Principal Planner for the City of Fresno, California.

Mr. Poster has a B.A. in Economics from the University of Chicago, a Masters in City & Regional Planning from California State University at Fresno, and a Certificate in Group Facilitation Methods from the Institute of Cultural Affairs. He has taught Economics at the college level and Quantitative Methods at the graduate level. He has also presented numerous conference papers on research methods and public involvement.

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SOUTHWEST
PLANNING & MARKETING

EFRAIN VILLA

Efrain Villa is a trilingual consultant, facilitator and marketing specialist with extensive experience in successfully executing all aspects of international and domestic strategic plans including business plan development, segmentation / branding, ◦ Profit margin optimization relationship building, B2B contract negotiations and media / press communication ◦ RFP management. Mr. Villa has a strong record of coordinating complex logistics, and is especially skilled in cross-cultural strategic planning. He is fluent in three languages (English, Spanish and Portugese

As a New Mexico native, Mr. Villa brings a cultural tri-lingual understanding to his facilitation that combines a business education with a grasp of local cultural-social issues.

Assignments include:

- Presented at over 100 conferences, trade shows, and private functions using multi-media visual aids and clinical studies that helped highlight a unique selling proposition.
- Facilitated regional meetings and presented instructional seminars on data analysis and results tracking which improved regional performance..
- Drafted focus group feedback leading to sweeping, nationwide improvements in new-hire training
- Led 42 international sales missions and promotional events, including bi-national gubernatorial conventions, presidential visits, media blitzes, motorcycle rallies and press trips.
- Worked for Governor Bill Richardson's State Offices May 2003 to June 2003 Spearheaded initiative to create the first piece of comprehensive ATV/OHV legislation in the state.
- Responsible for primary research in the State acquisition of a golf course and its corresponding water

Education

- Masters of Business Administration (MBA), Anderson Graduate School of Management
Dual Concentration: Policy & Planning, Human Resources

BBA, University of New Mexico Marketing. Minor in Portuguese
Graduated Magna Cum Laude Honors (in academic and University Honors Program)

Study Abroad Programs: Pamplona, Spain; Edinburgh, Scotland; Guanajuato, Mexico; Natal, Brazil.

Top National Coca Cola Scholarship recipient though National Hispanic MBA association.

Mr. Villa earned a Masters of Business Administration (MBA) from the Anderson Graduate School of Management Dual Concentration: Policy & Planning, Human Resources and a BBA, University of New Mexico Marketing. Minor in Portuguese Graduated Magna Cum Laude Honors (in academic and University Honors Program) and has worked, volunteered and traveled within 35 countries in five continents and brings this diverse cultural experience to facilitation assignments.

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SOUTHWEST
PLANNING & MARKETING

The consulting firm of Southwest Planning & Marketing has provided a wide scope of professional services to businesses, tribes, and government agencies since its establishment in Santa Fe in 1977. Through the creation of long-term relationships with our clients, we train and empower them to succeed in their endeavors.

AREAS OF SPECIALIZATION
Market Research
Economic Development
Tourism
Real Estate
Community Planning
Transportation Planning
Water Resource Planning
Public Involvement
Tribal Issues
Impact Assessment
Marketing Strategies
International Trade

SERVICES AVAILABLE

- *Survey Research*
- *Focus Groups*
- *Meeting Facilitation*
- *Strategic Planning*
- *Psychographic Research*
- *Needs Assessment*
- *Visioning/Goals Creation*
- *Business Counseling*
- *Customer Service Training*
- *Secret Shopper*
- *Negotiation*
- *Expert Testimony*

DELIVERABLE PRODUCTS

- *Market Studies*
- *Marketing Plans*
- *Strategic Plans*
- *Feasibility Studies & Business Plans*
- *Tourism Plans*
- *Economic & Demographic Forecasts*
- *Economic Development Plans*
- *Socioeconomic/Fiscal Impact Studies*
- *Community Plans*
- *Water Plans*
- *Real Estate Absorption*
- *Transportation Plans*

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SOUTHWEST
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SWPM - North Central Regional Transportation District

SWPM has completed three projects for the NCRTD

1) *Polling for a gross receipts tax initiative (200). SWPM conducted a poll in 2008 in order to assess the publics interest in approving none eighth cent tax on a four-county district (Santa Fe, Rio Arriba, Los Alamos and Taos counties) to approve a one-eighth cent gross receipts tax to continue and expand the transit network. The poll was accurate to within 5% points. The initiative was put on the ballot and passed, thus expanding the transportation lines.*
2) *Provided consultation for a succession plan for the NCRTD. In 2011, the NCRTD had some major turnover and the board hired SWPM to develop a succession plan. Executive Director Tony Mortillaro was hired as a result on May 9, 2011 after former director Josette Lucero retired.*
3) *NCRTD conducted a ridership survey in 2012. The survey was designed and conducted in-house. SWPM was contracted to take the surveys and analyze the data, providing a report of ridership and customer service measures.*

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Appendix B:

Certifications

ADDENDA

The undersigned acknowledges receipt of the following addenda to the document:

Addendum No. , Dated _____

Addendum No. , Dated _____

Addendum No. , Dated _____

Failure to acknowledge receipt of all addenda may cause the bid to be considered non-responsive to the solicitation. Acknowledged receipt of each addendum must be clearly established and included with the offer.

The undersigned understands that any conditions stated above, clarifications made to above or information submitted on or with this form other than that requested, will render bid unresponsive.

KFH Group, Inc.

(Name of Individual, Partnership or Corporation)

4920 Elm Street, Suite 350, Bethesda, MD 20814

(Address)

(Authorized Signature)

12-20-12

(Date)

CERTIFICATE OF NON COLLUSION

I hereby swear (or affirm) under penalty of perjury:

1. That I am the Bidder or an officer or employee of the bidding corporation having authority to sign on its behalf (if the Bidder is a corporation);

2. That the attached bid has been arrived at by the Bidder independently and has been submitted without collusion and without any agreement, understanding, or planned course of action with any other vendor of materials, supplies, equipment, or service described in the Invitation for Bid, designed to limit independent bids or competition;

3. That the contents of the bid has not been communicated by the Bidder or its employees or agents to any person not an employee or agent of the Bidder or its surety on any bond furnished with the Bidder, and will not be communicated to any such person prior to the official opening of the proposals; and,

4. That I have fully informed myself regarding the accuracy of the statement made in this affidavit.

Signed _____

Firm Name KFH Group, Inc.

Subscribed and sworn to before me this 20th day of December, 2012

Notary Public _____

My commission expires 9-13-2014,

Proposers E.I. Number 52-1924464

(Number used on employer's Quarterly Federal Tax Return)

AGREEMENT OF GOODS and SERVICES

To: North Central Regional Transit District
1327 North Riverside Drive
Espanola, NM 87532

The undersigned hereby agrees to furnish the goods and services as listed below in accordance with the specifications which have been carefully examined and are attached.

Signed: Sue F Knapp

Printed Name: Sue F. Knapp

President
Title:

Date: 12-20-12 Telephone: 301-951-8660

For (Company): KFH Group, Inc.

Address:
4920 Elm St., Suite 350, Bethesda, MD 20814

North Central Regional Transit District
Financial Summary
As of February 21, 2013

Summary:
The North Central Regional Transit District (NCRTD) is currently reporting 8 months of financial activity. The standard for expenses that should be spent for the eight month period is 66% of the budget.

The month of February does not reflect all expenses because the Finance Department will continue to process invoices for the remainder of the month.

All budget figures in the revenue and expense charts and tables have been divided using a straight-line method to allocate monthly budget figures. A comparative analysis in revenue and expenses is presented to compare the previous year operating results.

Financial Highlights

Revenue:
As of February 21, 2013, total revenue of $4,788,898 was received by NCRTD. The revenue consists of $3,479,543 of Gross Receipt Taxes (GRT) collected by participating counties, $759,558 of Federal Revenue, $500,000 Local match from Los Alamos County, $49,797 of Proceeds from the Sale of Auctioned Vehicles, Transit Fares, Bank Interest and Miscellaneous Revenue.

The amounts collected in GRT for the months of December 2012, through February 2013 lag two months behind from the counties, from the months of activity. Total collected to date is 49.6% of budgeted revenue.

Expenditures:
For the month ending February 21, 2013, NCRTD recognized expenditures totaling $3,390,177 which is 35% of total budgeted expenditures. This percentage is below the standard 66% for the time period, mostly due to quarterly (instead of monthly) payments to the City of Santa Fe and Los Alamos County for transit services.

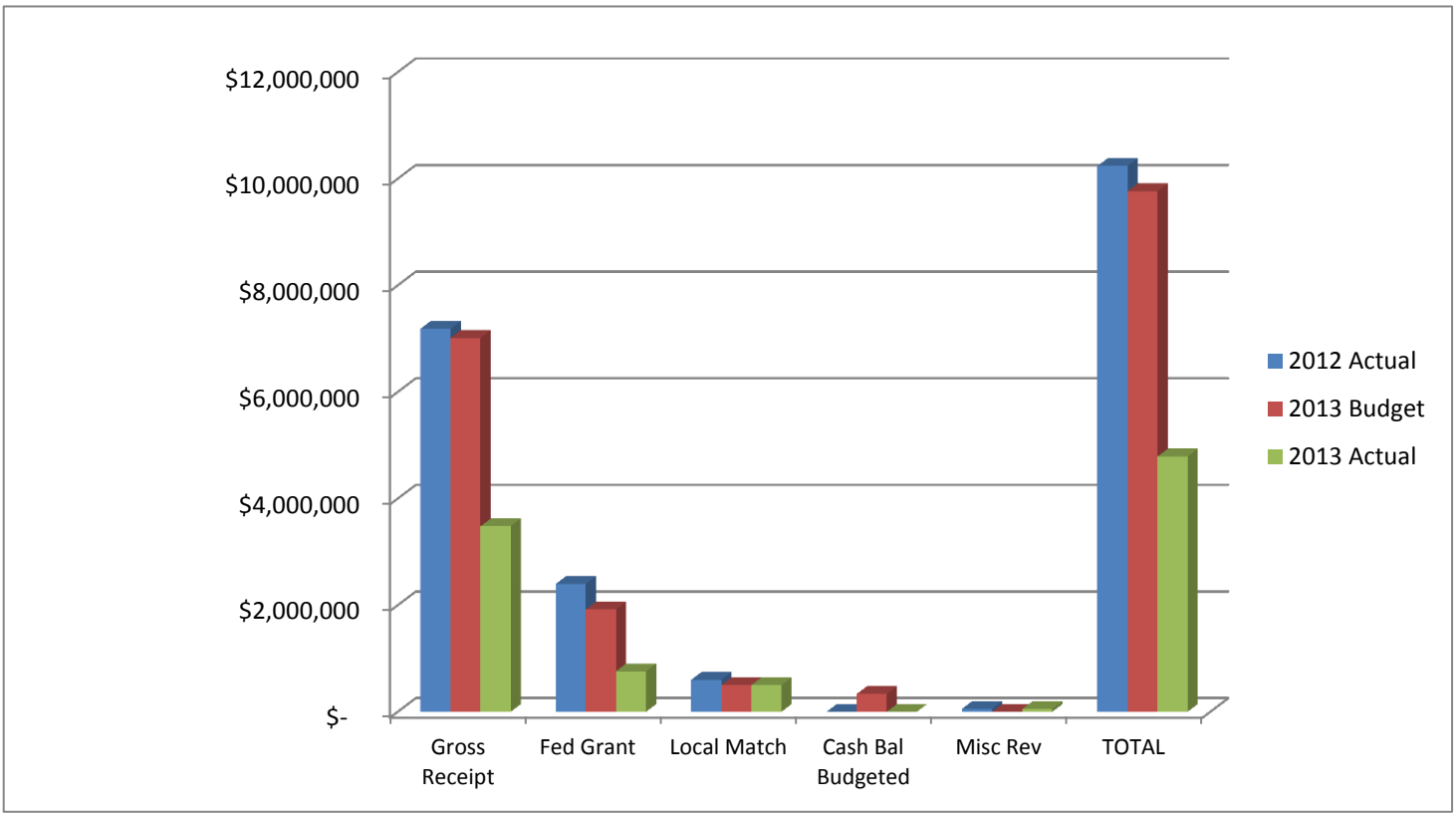
Of the $3,390,177 spent by NCRTD, $455,047 was in Administration, $2,589,974 in Operations and $345,155 was in Capital Outlay.

Administration has spent 39.1% of their budget, Operations has spent 36.5% and 22.8% in Capital Outlay.
The last payroll of the month has not been accounted into the month of February due to payroll is on February 22, 2013 and this report was generated on February 21, 2013.

Other Financial Updates:
None.

MONTHLY BOARD REPORT

FY2013 (July 1, 2012 to June 30, 2013)
NCRTD Revenue by Sources
As of February 21, 2013



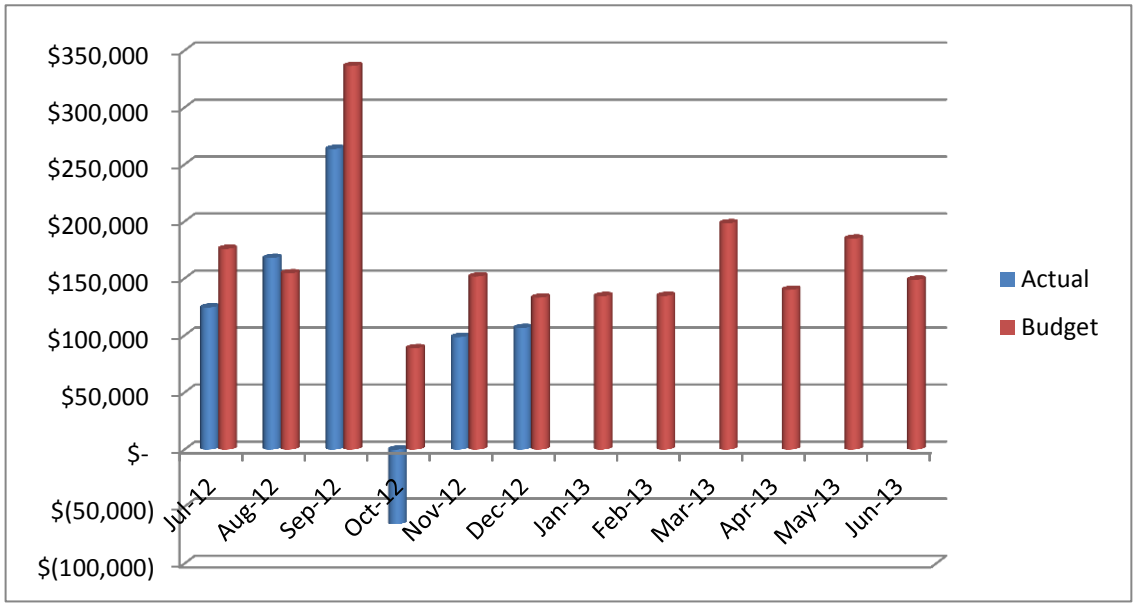
	2012 Actual	2013 Budget	2013 Actual	% of Actual vs budget
Gross Receipt	$ 7,183,334	$ 7,013,800	$ 3,479,543	49.6%
Fed Grant	$ 2,397,970	$ 1,917,879	$ 759,558	39.6%
Local Match	$ 600,000	$ 500,000	$ 500,000	100.0%
Cash Bal Budgeted	$ -	$ 333,000	$ -	0.0%
Misc Rev	$ 56,140	$ -	$ 49,797	0.0%
TOTAL	$ 10,237,444	$ 9,764,679	$ 4,788,898	49.0%

MONTHLY BOARD REPORT

FY2013 (July 1, 2012 to June 30, 2013)

Gross Receipts Revenue By County

LOS ALAMOS COUNTY



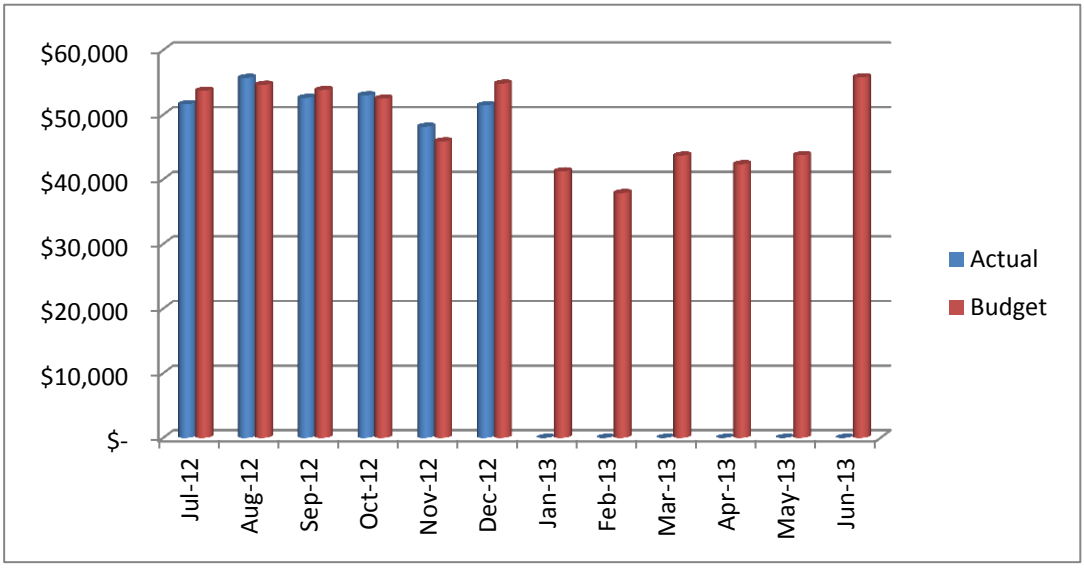
Date Received		Actual	Budget	Actual Revenue % of Monthly Budget
9/24/2012	Jul-12	$ 124,560	$ 176,002	71%
10/26/2012	Aug-12	$ 167,973	$ 154,497	109%
11/26/2012	Sep-12	$ 263,631	$ 336,445	78%
	Oct-12	$ (65,391)	$ 88,794	-74%
1/30/2013	Nov-12	$ 98,601	$ 151,722	65%
Not Received	Dec-12	$ 106,557	$ 133,190	80%
	Jan-13		$ 134,479	0%
	Feb-13		$ 134,677	0%
	Mar-13		$ 198,398	0%
	Apr-13		$ 140,028	0%
	May-13		$ 184,921	0%
	Jun-13		$ 148,848	0%
	YTD Total	$ 695,932	$ 1,982,001	35%

MONTHLY BOARD REPORT

FY2013 (July 1, 2012 to June 30, 2013)

Gross Receipts Revenue By County

RIO ARRIBA COUNTY



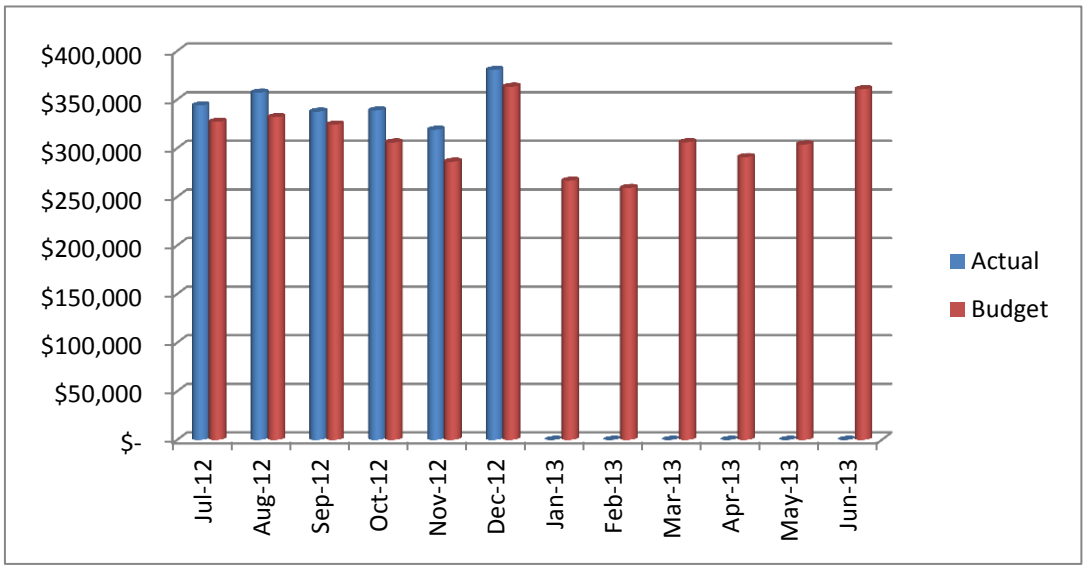
Date Received		Actual	Budget	Actual Revenue % of Monthly Budget
10/11/2012	Jul-12	$ 51,622	$ 53,708	96%
11/8/2012	Aug-12	$ 55,703	$ 54,636	102%
1/9/2013	Sep-12	$ 52,600	$ 53,824	98%
1/9/2013	Oct-12	$ 53,009	$ 52,490	101%
2/7/2013	Nov-12	$ 48,144	$ 45,878	105%
Not Received	Dec-12	$ 51,452	$ 54,810	94%
	Jan-13	$ -	$ 41,238	0%
	Feb-13	$ -	$ 37,874	0%
	Mar-13	$ -	$ 43,674	0%
	Apr-13	$ -	$ 42,340	0%
	May-13	$ -	$ 43,732	0%
	Jun-13	$ -	$ 55,796	0%
	YTD Total	$ 312,529	$ 580,000	54%

MONTHLY BOARD REPORT

FY2013 (July 1, 2012 to June 30, 2013)

Gross Receipts Revenue By County

SANTA FE COUNTY



Date Received		Actual	Budget	Actual Revenue % of Monthly Budget
9/25/2012	Jul-12	$ 343,976	$ 327,152	105%
10/25/2012	Aug-12	$ 357,202	$ 331,996	108%
11/30/2012	Sep-12	$ 337,614	$ 324,357	104%
12/20/2012	Oct-12	$ 338,872	$ 305,913	111%
1/24/2013	Nov-12	$ 318,969	$ 286,164	111%
Not Received	Dec-12	$ 380,531	$ 363,295	105%
	Jan-13	$ -	$ 266,602	0%
	Feb-13	$ -	$ 259,150	0%
	Mar-13	$ -	$ 306,099	0%
	Apr-13	$ -	$ 290,822	0%
	May-13	$ -	$ 303,863	0%
	Jun-13	$ -	$ 360,686	0%
	YTD Total	$ 2,077,165	$ 3,726,099	56%

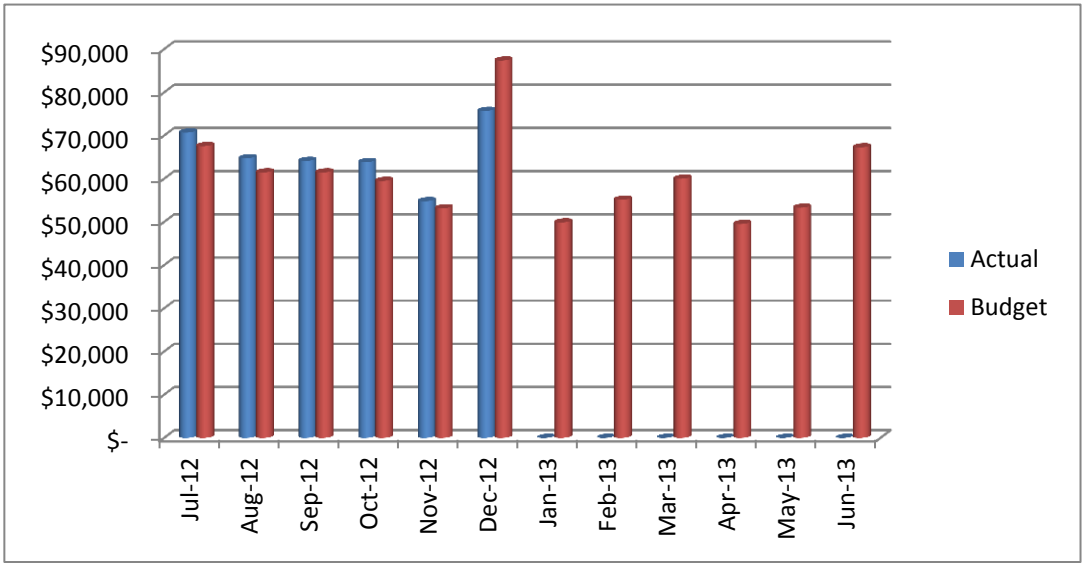
** Note one-half of the SF County GRT is allocated to Rio Metro

MONTHLY BOARD REPORT

FY2013 (July 1, 2012 to June 30, 2013)

Gross Receipts Revenue By County

TAOS COUNTY

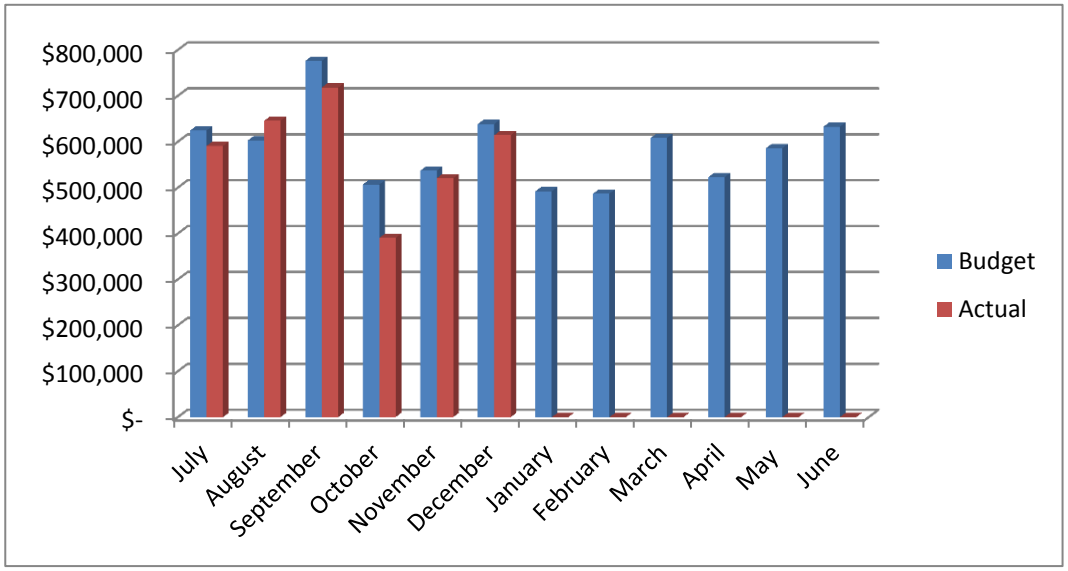


Date Received		Actual	Budget	Actual Revenue % of Monthly Budget
9/22/2012	Jul-12	$ 70,690	$ 67,563	105%
10/22/2012	Aug-12	$ 64,738	$ 61,467	105%
11/26/2012	Sep-12	$ 64,133	$ 61,467	104%
1/9/2013	Oct-12	$ 63,843	$ 59,507	107%
1/30/2013	Nov-12	$ 54,813	$ 53,158	103%
Not Received	Dec-12	$ 75,700	$ 87,374	87%
	Jan-13	$ -	$ 49,892	0%
	Feb-13	$ -	$ 55,153	0%
	Mar-13	$ -	$ 60,015	0%
	Apr-13	$ -	$ 49,529	0%
	May-13	$ -	$ 53,303	0%
	Jun-13	$ -	$ 67,272	0%
	YTD Total	$ 393,917	$ 725,700	54%

MONTHLY BOARD REPORT

FY2013 (July 1, 2012 to June 30, 2013)

Gross Receipts Revenue Thru February 21, 2013



Budget to Actual FY2013

($ thousands)

	Budget	Actual	Actual Revenue % of Monthly Budget
July	$ 624,424	$ 590,848	95%
August	$ 602,595	$ 645,616	107%
September	$ 776,092	$ 717,978	93%
October	$ 506,704	$ 390,333	77%
November	$ 536,922	$ 520,527	97%
December	$ 638,669	$ 614,240	96%
January	$ 492,211	$ -	0%
February	$ 486,854	$ -	0%
March	$ 608,187	$ -	0%
April	$ 522,719	$ -	0%
May	$ 585,819	$ -	0%
June	$ 632,603	$ -	0%
	$ 7,013,799	**$ 3,479,543**	**50%**

Prior Year vs. Current Year

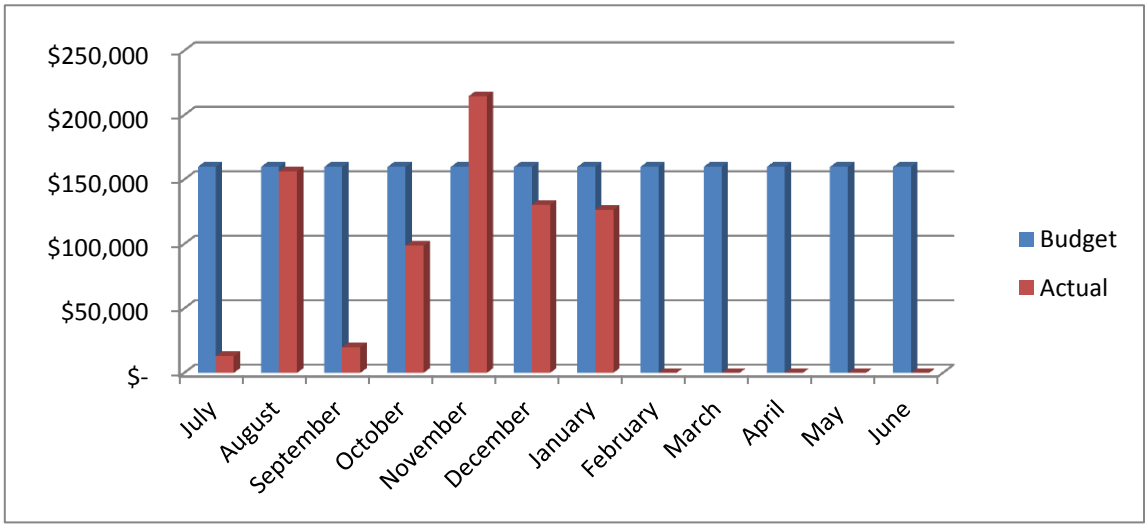
($ thousands)

	Prior Year FY2012	Current Year FY2013	Inc/Dec from Prior Year to Current Year
July	$ 537,428	$ 590,848	$ 53,420
August	$ 637,978	$ 645,616	$ 7,638
September	$ 890,381	$ 717,978	$ (172,403)
October	$ 421,413	$ 390,333	$ (31,080)
November	$ 487,320	$ 520,527	$ 33,207
December	$ 706,831	$ 614,240	$ (92,591)
January	$ 607,499	$ -	$ (607,499)
February	$ 354,166	$ -	$ (354,166)
March	$ 641,741	$ -	$ (641,741)
April	$ 669,266	$ -	$ (669,266)
May	$ 552,255	$ -	$ (552,255)
June	$ 521,420	$ -	$ (521,420)
	$ 7,027,698	**$ 3,479,543**	**$ (3,548,156)**

MONTHLY BOARD REPORT

FY2013 (July 1, 2012 to June 30, 2013)

Grant Revenue



Budget to Actual FY2013
($ thousands)

	Budget	Actual	Actual Revenue % of Monthly Budget
July	$ 159,823	$ 12,892	8%
August	$ 159,823	$ 156,324	98%
September	$ 159,823	$ 20,023	13%
October	$ 159,823	$ 98,589	62%
November	$ 159,823	$ 214,753	134%
December	$ 159,823	$ 130,478	82%
January	$ 159,823	$ 126,499	79%
February	$ 159,823	$ -	0%
March	$ 159,823	$ -	0%
April	$ 159,823	$ -	0%
May	$ 159,823	$ -	0%
June	$ 159,823	$ -	0%
	$ 1,917,879	**$ 759,558**	40%

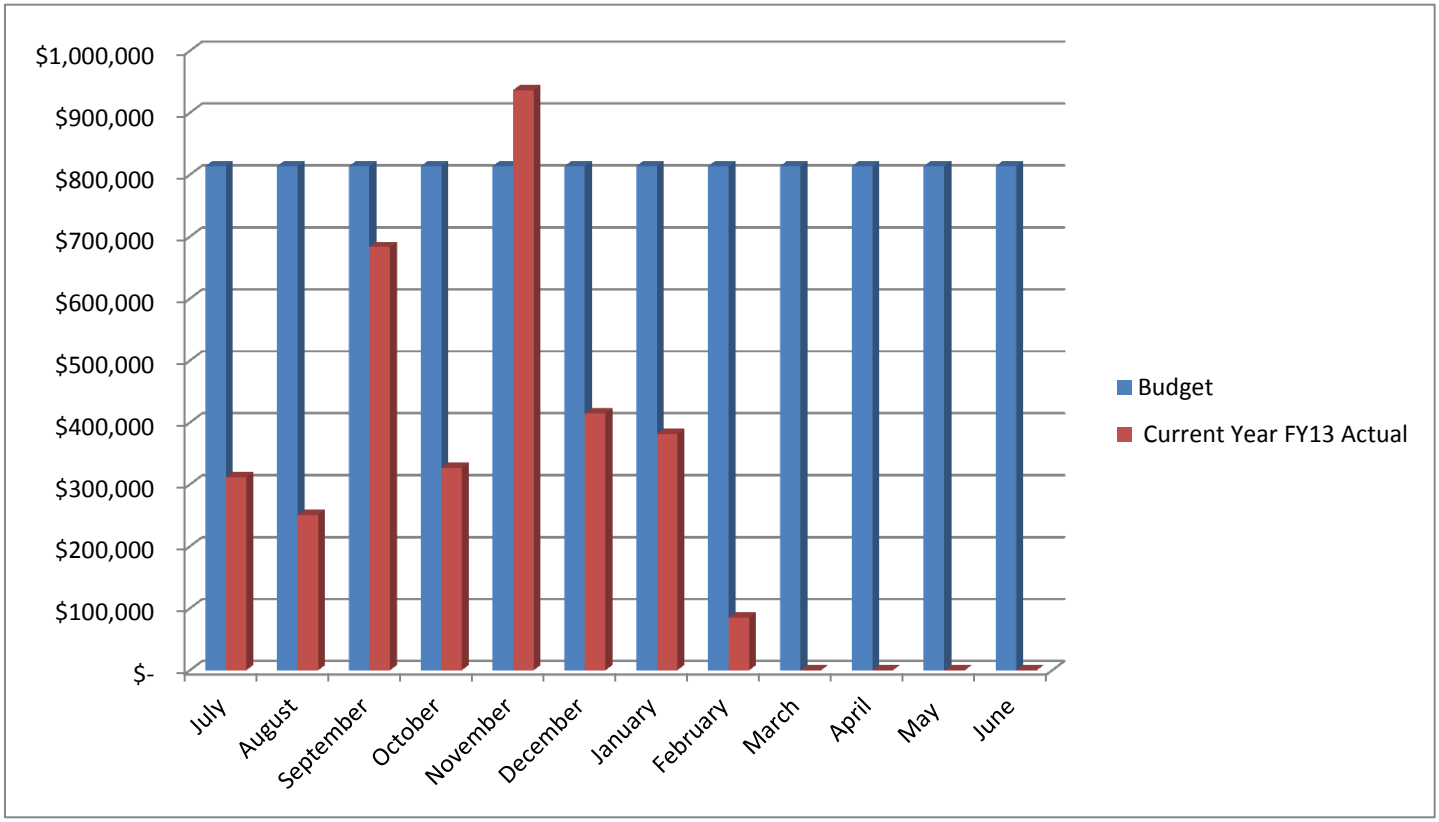
Prior Year vs. Current Year
($ thousands)

	Prior Year FY2012	Current Year FY2013	Inc/Dec from Prior Year to Current Year
July	$ 117,255	$ 12,892	$ (104,363)
August	$ 277,214	$ 156,324	$ (120,890)
September	$ 147,307	$ 20,023	$ (127,284)
October	$ 106,559	$ 98,589	$ (7,970)
November	$ -	$ 214,753	$ 214,753
December	$ 78,638	$ 130,478	$ 51,840
January	$ 166,375	$ 126,499	$ (39,876)
February	$ 630,114	$ -	$ (630,114)
March	$ 160,966	$ -	$ (160,966)
April	$ 315,561	$ -	$ (315,561)
May	$ 153,703	$ -	$ (153,703)
June	$ 192,660	$ -	$ (192,660)
	$ 2,346,352	**$ 759,558**	

MONTHLY BOARD REPORT

FY2013 (July 1, 2012 to June 30, 2013)

NCRTD BUDGET EXPENDITURES OVERALL



Budget to Actual FY2013
($ thousands)

	Prior Year FY12 Actual	Budget	Current Year FY13 Actual	Inc/Dec of Budget vs Actual	
July	$ 142,344	$ 813,723	$ 311,578	$ 502,145	
August	$ 963,643	$ 813,723	$ 250,791	$ 562,932	
September	$ 721,573	$ 813,723	$ 683,194	$ 130,529	
October	$ 837,581	$ 813,723	$ 326,905	$ 486,818	
November	$ 739,592	$ 813,723	$ 936,612	$ (122,889)	
December	$ 1,080,601	$ 813,723	$ 414,507	$ 399,216	
January	$ 275,156	$ 813,723	$ 381,402	$ 432,322	
February	$ 485,137	$ 813,723	$ 85,188	$ 728,535	
March		$ 813,723	$ -	$ 813,723	
April		$ 813,723	$ -	$ 813,723	
May		$ 813,723	$ -	$ 813,723	
June		$ 813,723	$ -	$ 813,723	
	$ 5,245,627	**$ 9,764,680**	**$ 3,390,177**	**$ 6,374,503**	**35%**

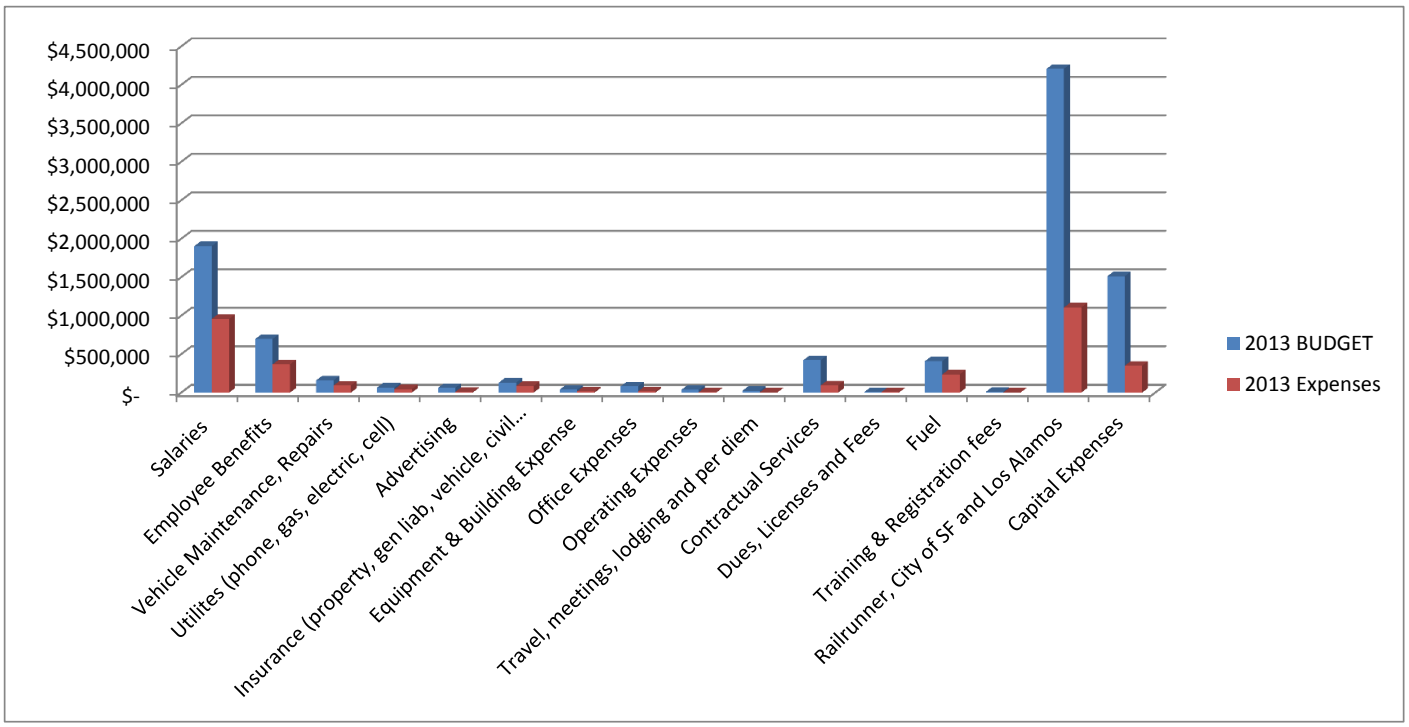
TOTAL NCRTD Budget

MONTHLY BOARD REPORT

FY2013 (July 1, 2021 to June 30, 2013)

NCRTD Expenses by Type

As of February 21, 2013



Comparative Expenses by Type

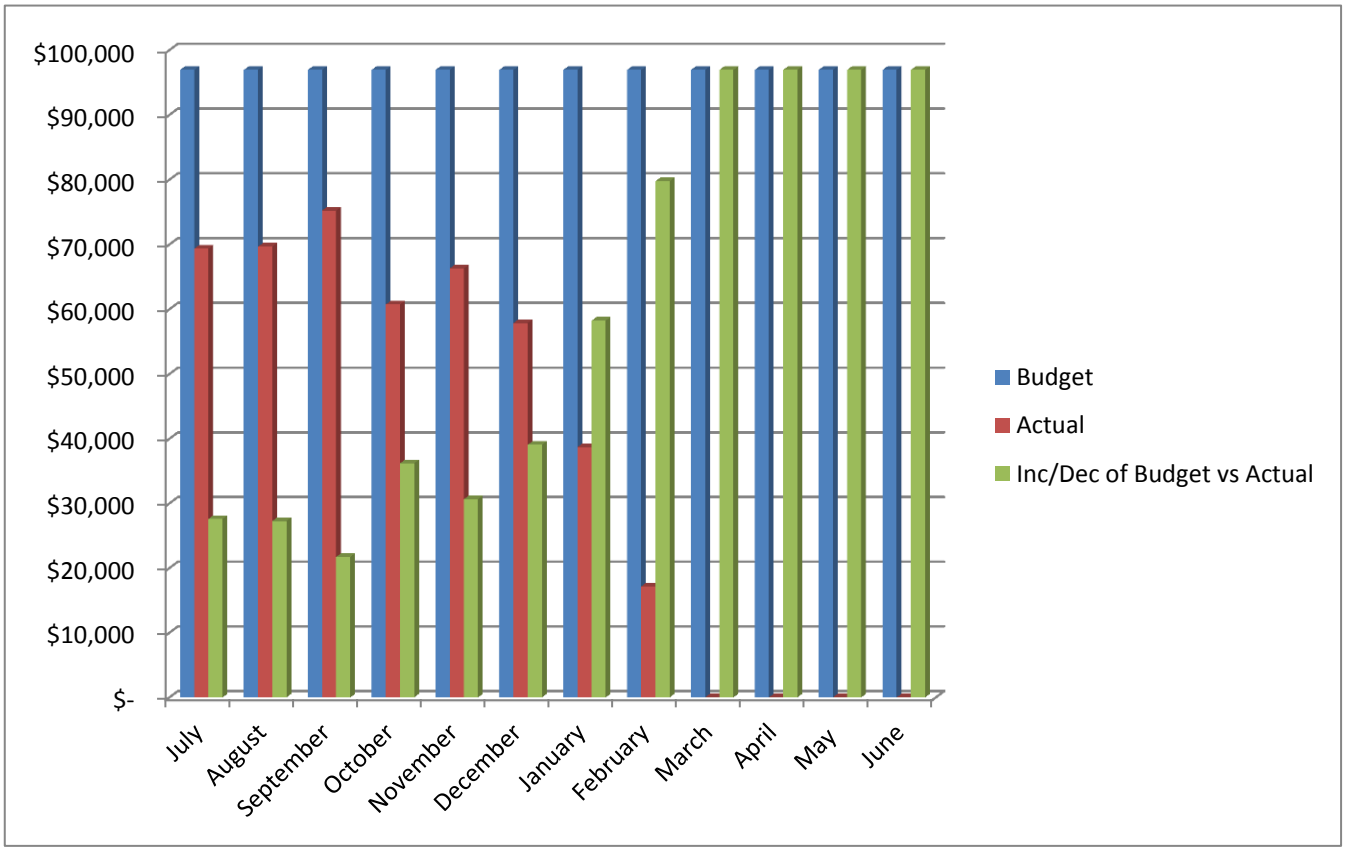
	2013 BUDGET	2013 Expenses	YTD Budget Variance -66%
	$	$	
Salaries	$ 1,903,838	$ 957,150	50.3%
Employee Benefits	$ 696,278	$ 366,744	52.7%
Vehicle Maintenance, Repairs	$ 159,000	$ 92,140	57.9%
Utilites (phone, gas, electric, cell)	$ 65,332	$ 43,066	65.9%
Advertising	$ 61,350	$ 10,080	16.4%
Insurance (property, gen liab, vehicle, civil rights)	$ 130,000	$ 85,956	66.1%
Equipment & Building Expense	$ 38,900	$ 16,074	41.3%
Office Expenses	$ 81,765	$ 16,386	20.0%
Operating Expenses	$ 37,400	$ 5,605	15.0%
Travel, meetings, lodging and per diem	$ 23,811	$ 3,301	13.9%
Contractual Services	$ 421,300	$ 93,877	22.3%
Dues, Licenses and Fees	$ 6,600	$ 6,922	104.9%
Fuel	$ 408,600	$ 236,879	58.0%
Training & Registration fees	$ 9,900	$ 515	5.2%
Railrunner, City of SF and Los Alamos	$ 4,208,280	$ 1,106,356	26.3%
Capital Expenses	$ 1,512,326	$ 349,127	23.1%
TOTAL	$ 9,764,680	$ 3,390,176	34.7%

MONTHLY BOARD REPORT

FY2013 (July 1, 2012 to June 30, 2013)

Administration Expense Summary

Year to Date Budget Variance - 66%



Budget to Actual FY2013
($ thousands)

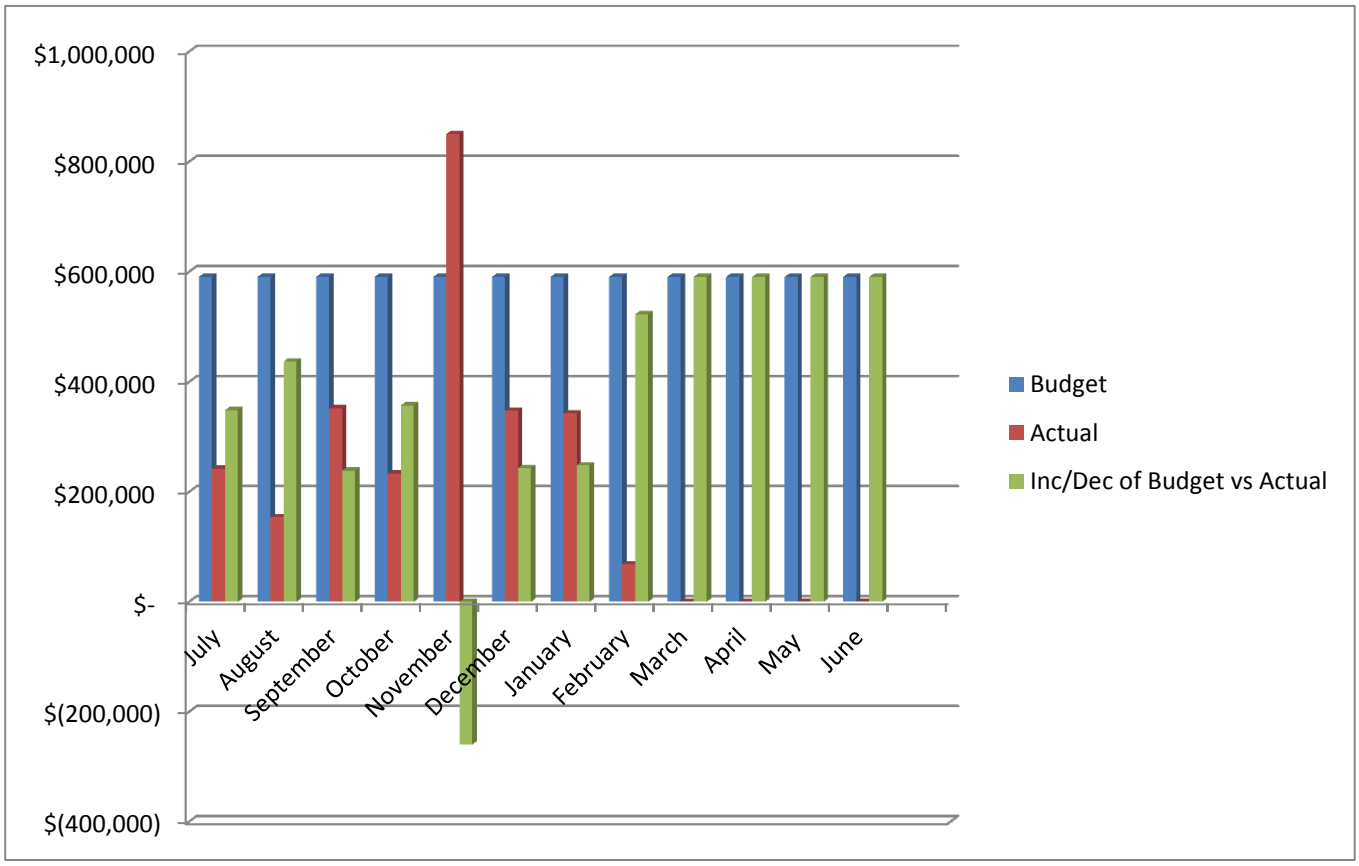
	Budget	Actual	Inc/Dec of Budget vs Actual	YTD Budget Variance -66%
July	$ 96,949	$ 69,348	$ 27,601	71.5%
August	$ 96,949	$ 69,675	$ 27,274	71.9%
September	$ 96,949	$ 75,225	$ 21,724	77.6%
October	$ 96,949	$ 60,747	$ 36,202	62.7%
November	$ 96,949	$ 66,296	$ 30,653	68.4%
December	$ 96,949	$ 57,883	$ 39,066	59.7%
January	$ 96,949	$ 38,699	$ 58,250	39.9%
February	$ 96,949	$ 17,174	$ 79,775	17.7%
March	$ 96,949	$ -	$ 96,949	0.0%
April	$ 96,949	$ -	$ 96,949	0.0%
May	$ 96,949	$ -	$ 96,949	0.0%
June	$ 96,949	$ -	$ 96,949	0.0%
	$ 1,163,388	**$ 455,047**		**39.1%**

MONTHLY BOARD REPORT

FY2013 (July 1, 2012 to June 30, 2013)

Operating Expense Summary

Year to Date Budget Variance - 66%



Budget to Actual FY2013
($ thousands)

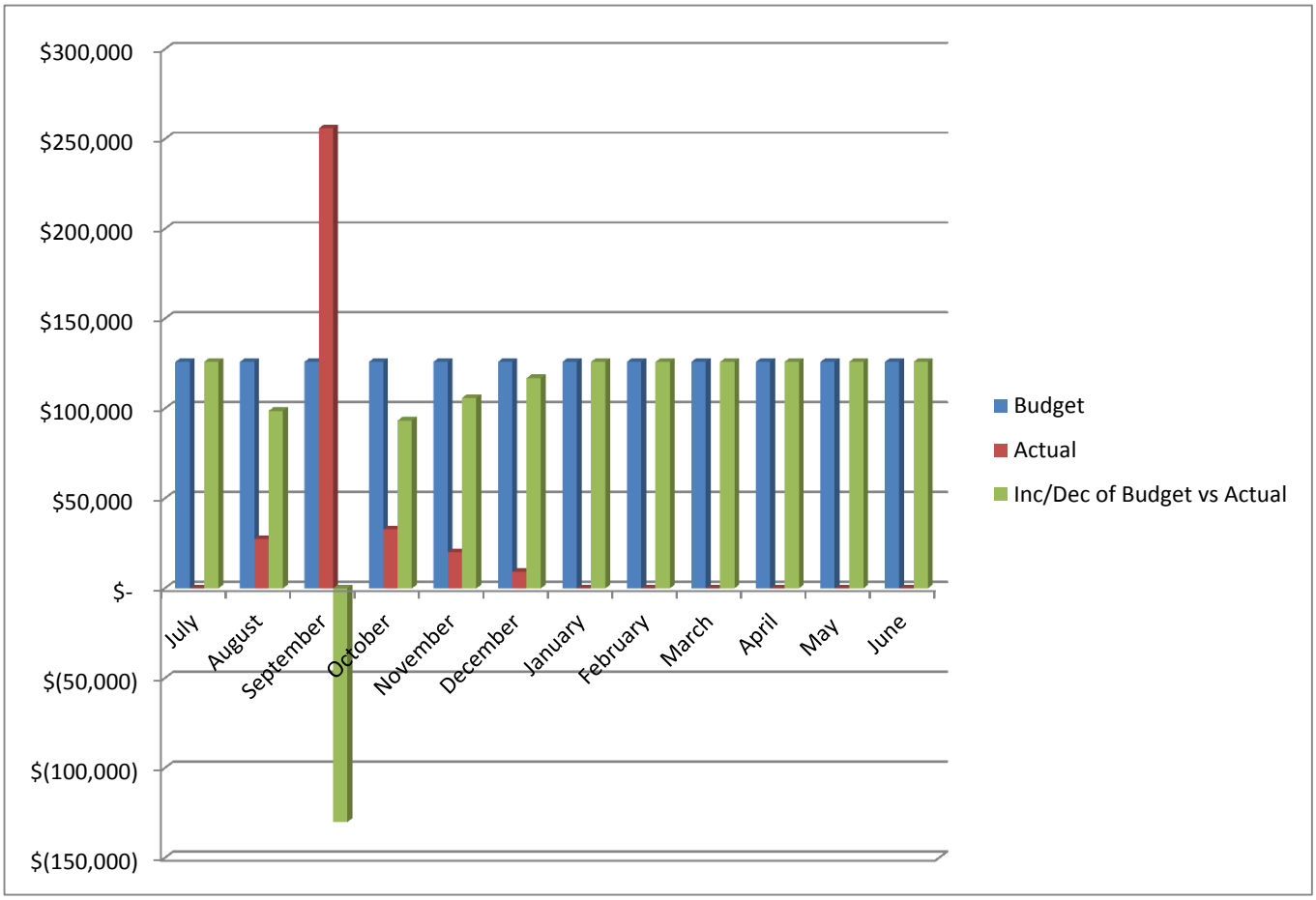
	Budget	Actual	Inc/Dec of Budget vs Actual	YTD Budget Variance -66%
July	$ 590,747	$ 242,230	$ 348,517	41.0%
August	$ 590,747	$ 153,801	$ 436,946	26.0%
September	$ 590,747	$ 351,985	$ 238,762	59.6%
October	$ 590,747	$ 233,461	$ 357,286	39.5%
November	$ 590,747	$ 850,247	$ (259,500)	143.9%
December	$ 590,747	$ 347,534	$ 243,213	58.8%
January	$ 590,747	$ 342,702	$ 248,045	58.0%
February	$ 590,747	$ 68,014	$ 522,733	11.5%
March	$ 590,747	$ -	$ 590,747	0.0%
April	$ 590,747	$ -	$ 590,747	0.0%
May	$ 590,747	$ -	$ 590,747	0.0%
June	$ 590,747	$ -	590,747.17	0.0%
	$ 7,088,966	**$ 2,589,974**		**36.5%**

MONTHLY BOARD REPORT

FY2013 (July 1, 2012 to June 30, 2013)

Capital Expense Summary

Year to Date Budget Variance - 66%



Budget to Actual FY2013
($ thousands)

	Budget	Actual	Inc/Dec of Budget vs Actual	YTD Budget Variance -66%
July	$ 126,027	$ -	$ 126,027	0%
August	$ 126,027	$ 27,315	$ 98,712	22%
September	$ 126,027	$ 255,984	$ (129,957)	203%
October	$ 126,027	$ 32,697	$ 93,331	26%
November	$ 126,027	$ 20,069	$ 105,958	16%
December	$ 126,027	$ 9,090	$ 116,937	7%
January	$ 126,027	$ -	$ 126,027	0%
February	$ 126,027	$ -	$ 126,027	0%
March	$ 126,027	$ -	$ 126,027	0%
April	$ 126,027	$ -	$ 126,027	0%
May	$ 126,027	$ -	$ 126,027	0%
June	$ 126,027	$ -	$ 126,027	0%
	$ 1,512,326	**$ 345,155**		**22.8%**

EXECUTIVE REPORT

March 2013

EXECUTIVE

- On February 19, 2013 Chairman Barrone and I made a presentation to the Taos County Commission regarding the RTD's annual performance.
- On February 26, 2013 Chairman Barrone and I made a presentation to the Los Alamos County Council regarding the RTD's annual performance.
- Chairman Barrone and I presented information to the Santa Fe County Commission regarding HB 30.
- Presented information to the Santa Fe City Council regarding HB 30.
- Interviews of proposers were conducted for award of the Transit Service Plan Update RFP.
- Continued discussions with Teamsters Union regarding non-economic and economic issues.
- Reviewed submitted RFP's for the Compensation and Classification Study.
- Staff and I met with Jyl DeHaven regarding Transit Orientated Development projects.
- Staff and I met with Positive Energy representatives regarding District's solar project.
- Staff and I met with and interviewed proposer for Commercial Advertising RFP.
- Met with Santa Fe City Manager Robert Romero and Jon Bulthuis, Transportation Director regarding HB 30 and other funding issues.
- Met with attorneys regarding collective bargaining issues.
- Met weekly with Board Chair Barrone on various issues.
- Met with staff and attorney regarding protest of fleet procurement bid.
- Continued review, revision and creation of various NCRTD policies.
- Maintained continuous communication with board members, subcommittee members, and Chair.
- Attendance at various NCRTD staff and subcommittee meetings, including Board, Finance and Tribal subcommittees meeting.
- Addressed a variety of employee human resources issues and prepared memorandums to document district actions.
- Attended Santa Fe MPO Technical Coordinating Committee.
- Attended Rio Metro Board meeting.

MARKETING/PUBLIC INFORMATION

- Received and evaluated proposals for RFP for Transit Advertising Services. Brought Templeton Marketing Services in for Presentation.
- Developed and completed Marketing Plan and Presentation for March Board meeting.
- Received printed Route Maps.

- Met with representatives of NMDOT, Rio Metro, Santa Fe Trails and the New Mexico Office of Veteran Affairs to discuss Veterans Transportation and Community Living Initiative marketing AVL project and joint tie-in efforts for Veterans Transportation and Community Living Initiative.
- Attended the four-day APTA Marketing and Communications Workshop in Los Angeles.
- Attended the Santa Fe Chamber of Commerce Legislative Reception to disseminate RTD information to attendees. Worked with MRCOG and Santa Fe Trails for a joint presence at the event.
- Worked with Los Alamos Monitor for an NCRTD financial story.
- Evaluated proposals for Transit Service Plan.
- Modified the Rio Grande Sun ad and KDCE radio spot to promote changes to Las Trampas route. Wrote a: 30 second script for a live read on KTAO to promote changes to Las Trampas route.
- Wrote and disseminated Rider Alert for President's Day closure and Inclement Weather notices and updates.
- Wrote and disseminated press release on President's Day closure.
- Prepared remarks and power point presentation for RTD presentation to the Taos County Commissioners and Los Alamos County Council.
- Developed twice monthly ads that began running in the Rio Grande Sun.
- KDCE – 950 AM radio in Espanola, :30 sec radio spot and sponsorship of the 7:30 AM news ran 17 days in February excluding Saturdays and Sundays .
- KSWV 810-AM in Santa Fe, :30 sec spot ran 20 times in February as well as 30 :20 sec promos announcing RTD sponsorship of the NM Trivia question of the day during the 7:30 AM ½ hour.
- KTAOS 101.9 FM in Taos, 14 :30 sec radio spots ran each week in February.
- Green Fire Times ¼ page ad ran in February issue.
- Chama Valley Times ¼ page ad ran in February issue.

SERVICE DEVELOPMENT

- Questa route- Ride-along; KTAO stop location and turnaround assessment; San Cristobal proposed bus stop location assessed.
- Participated in the AVL/CAD RFP assessments, proposer interview evaluations as a part of a joint-procurement with Los Alamos and Clovis.
- Assisted Mike Kelly in December 2012 Ridership Report preparation.
- Coordinated with FTA to ensure that the NCRTD member Pueblos are included and eligible to receive funding (for FY14) allocations under MAP-21 and its formula funding.
- Involved in NCRTD Service Plan RFP assessments and proposer interview evaluations; coordinated the creation of proposer interview questions; created the form and weighting system for evaluating the RFP interviews.
- Worked with Santa Clara on grant funding for FY12, will be assisting on

future grant and funding opportunities.
- Met with Karlis Viceps and Regina Wheeler to discuss photovoltaic options for the NCRTD.
- Visited Annette Granillo at Santa Fe Rides to gain insight into how their AVL system operates.
- Participated in Defensive Driving class.

OPERATIONS

- Attended the Southwest Transit Association Annual Conference in Little Rock, AK Feb 4-6;
- Evaluating proposals with Los Alamos County for the joint procurement of Computer Aided Dispatch software with AVL components, utilizing Federal grant funds;;
- Recruiting more drivers;
- Working on the RFP for fuel station bid for the transit facility;
- Hired a Facilities Maintenance Specialist.
- Participated in interviewing consultant teams for the District's Transit Plan.

Performance Measures

for

Fiscal Year 2013

JANUARY '13

Prepared by
Mike Kelly, Operations Manager and Gus Martinez, Fleet Manager

Performance Measures for Fiscal Year 2013

The performance measures that were developed are designed to provide data that can be evaluated in a logical manner. It allows the District to identify areas in which its performance may need to be improved and to understand the characteristics and factors that impact that performance. In addition, to the extent feasible a peer comparison or a benchmark has been included as available or appropriate. This performance data is important since many times the District's costs, efficiencies and productivity is not measured against any benchmark or standard or attempts are made to compare it against systems that bear no similarities in mission, complexity or service area. Therefore, the data presented should provide some context in which to assess the District and its efforts to deliver services based upon its mission, goals and objectives."
The report data collected is grouped into 3 areas: Administrative, Fleet and Customer Related:

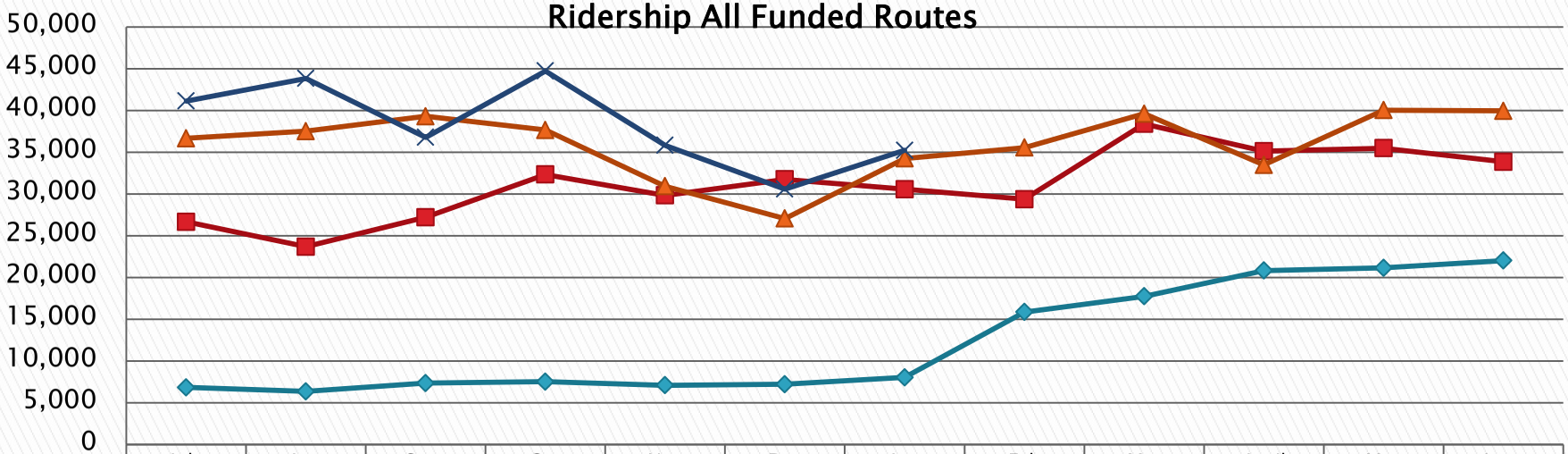
1. **Administrative:**
   - **A. Ridership, All Funded Routes**
   - **B. Ridership, NCRTD Operated Routes**
   - **C. Monthly Expenditures**
   - **D. Cost Per Mile**
   - **E. Cost Per Trip**
2. **Fleet:**
   - **A. Vehicle Back Up Ratio**
   - **B. Average Vehicle Age**
   - **C. Percentage of "On-Time" PM / Inspections**
   - **C. Accidents, Major/Minor Tracking**
3. **Customer Relations:**
   - **A. Complaints**
   - **B. Incidents**

The In-state/local comparable is Sandoval/Valencia Counties which are operated by the Rio Metro Regional Transit District. This benchmark/peer entity was chosen since they are within New Mexico and somewhat similar to rural transit service. The FTA benchmarking data used originates from the Rural Transit Fact Book 2012. The data is for 2010 in FTA Region 6, rural providers which includes New Mexico, Texas, Oklahoma, Arkansas and Louisiana.

Performance Measure - Administrative:

Ridership Tracking of All NCRTD Funded Routes

Tracking ridership is the #1 way a public transportation agency can gauge its effectiveness of the service it provides. Ridership data for all routes funded by the NCRTD are collected by City of Santa Fe and Los Alamos County. This data is forwarded and combined with the data from the District's operated routes. These numbers are then compiled into a monthly ridership report. This measurement tracks the number of one way trips taken on all the routes within the district. This graph shows the NCRTD combined total ridership numbers, and compares them each month, identifying any increases or decreases in the number of monthly trips. This also indicates how well the regional district is continuing to address the issue of accessible mobility by routes that are in areas where there is public demand. Sandoval/Valencia counties are used local/in-state comparison benchmark, as they are similar in service but smaller in size: a two county service of the Rio Metro Transit District.



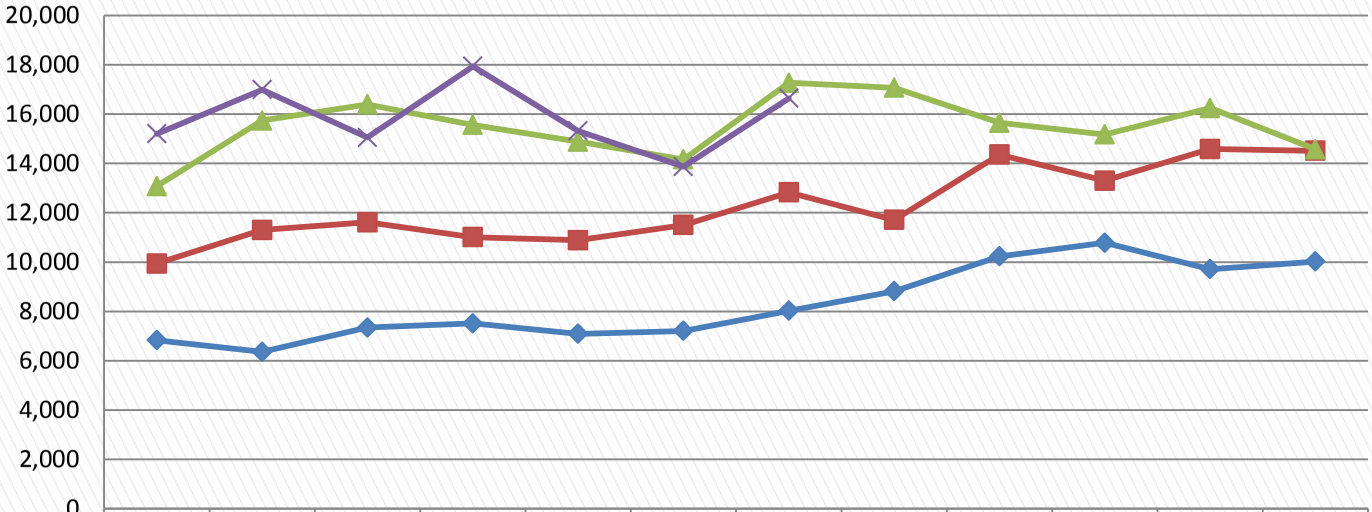
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
FY 09-10	6,830	6,359	7,342	7,514	7,091	7,208	8,026	15,858	17,731	20,820	21,152	22,011
FY 10-11	26,655	23,679	27,202	32,325	29,835	31,743	30,570	29,368	38,395	35,114	35,480	33,845
FY 11-12	36,666	37,522	39,298	37,650	30,923	27,051	34,236	35,541	39,611	33,474	40,027	39,942
FY 12-13	41,135	43,836	36,784	44,720	35,825	30576	35214					

Performance Measure - Administrative:

Ridership Tracking of NCRTD Operated Routes

This ridership data is collected by the NCRTD drivers for all routes operated by the District. This includes 20 fixed and commuter routes as well as the demand response routes. Totaling the number of one way trips on NCRTD routes, allows staff to evaluate effectiveness and to ensure that the service is reaching areas in the district that have high demand for accessible mobility. Sandoval/Valencia counties were selected as a local/in-state comparison benchmark.

Ridership NCRTD Operated Routes

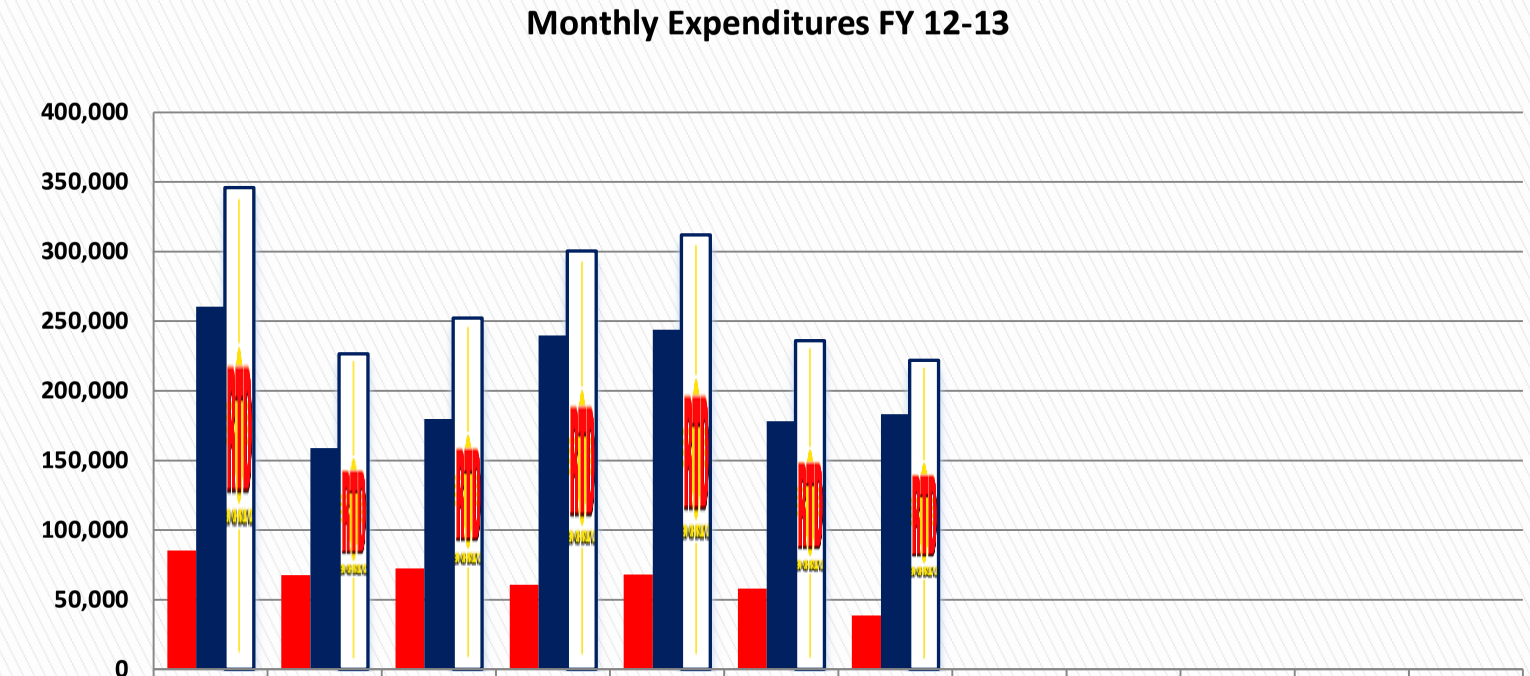


	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
FY 09-10	6,830	6,359	7,342	7,514	7,091	7,208	8,026	8,817	10,230	10,782	9,712	10,022
FY 10-11	9,942	11,300	11,614	11,011	10,885	11,504	12,824	11,709	14,356	13,299	14,586	14,516
FY 11-12	13,081	15,739	16,397	15,567	14,886	14,167	17,274	17,071	15,650	15,178	16,244	14,573
FY 12-13	15,200	16,995	15,052	17,943	15,317	13872	16642					

Performance Measure - Administrative:

Monthly Expenditures for Administrative and Operating

The NCRTD's Finance Department provides the administrative and operating expenses in a monthly budget status report. It is important to measure the expenditures to maintain a balanced budget, as well as tracking the administrative and operating margins. This data is used in determining the cost per trip and the cost per mile. Tracking the budget and monitoring operational costs allows management to target specific dollar amounts when creating future budgets and requesting federal funding from the NM Department of Transportation.

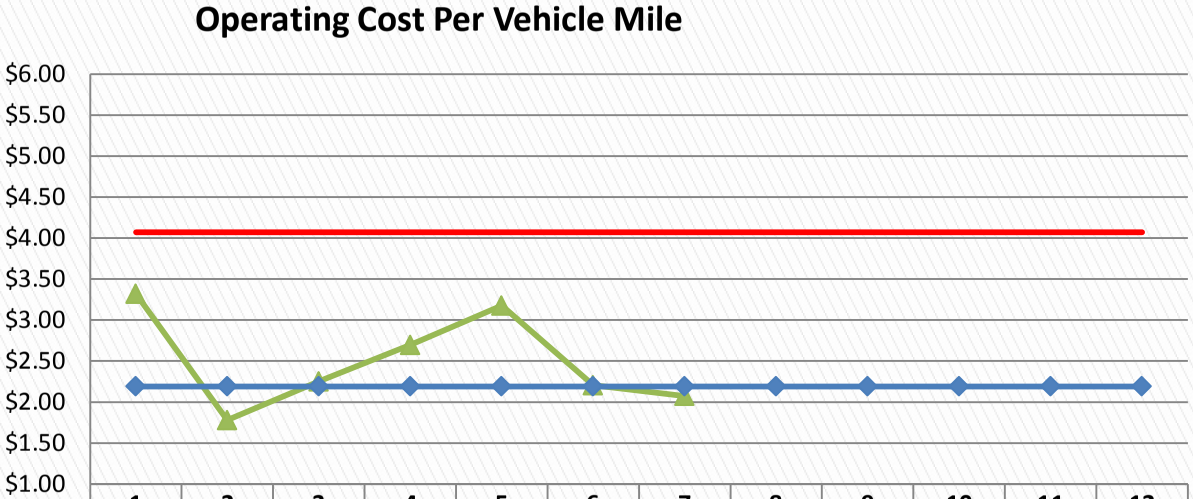


	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Admin	$85,431	$67,751	$72,414	$60,747	$68,142	$57,883	$38,700					
Operating	$260,498	$158,801	$179,834	$239,655	$243,827	$178,098	$183,217					
Total	$345,929	$226,552	$252,248	$300,402	$311,969	$235,981	221917					

Performance Measure - Administrative:

Operational Cost per Vehicle Mile

Cost per vehicle mile is the total operating costs per month in relation to the total vehicle miles per month traveled on NCRTD routes. The mileage data is logged daily for each route and compiled into a monthly report. Monthly operating costs are obtained from the Monthly Expenditures (chart above) and the number of miles travelled for NCRTD operated routes. As a cost efficiency measure, operating costs per vehicle mile assesses the financial resources needed for the District's route operations. This measurement is a beneficial tool for the planning and operation's departments. The NM Department of Transportation uses this as one of their performance measures in the state-wide transit guide published annually. Additionally this is used when NMDOT evaluates a transit system for the state-wide awards of 5311 funding. This is a management tool to track our cost per mile vs. the amount of budget being spent to operate a particular route as well as collectively for all routes. Sandoval and Valencia counties' annual average are used as a local/in state comparable benchmark, even though their system is smaller than NCRTD. Data from the 2012 Rural Transit Data Fact Book, specifically FTA's District 6 (our district) annual cost per mile is included as a benchmark.

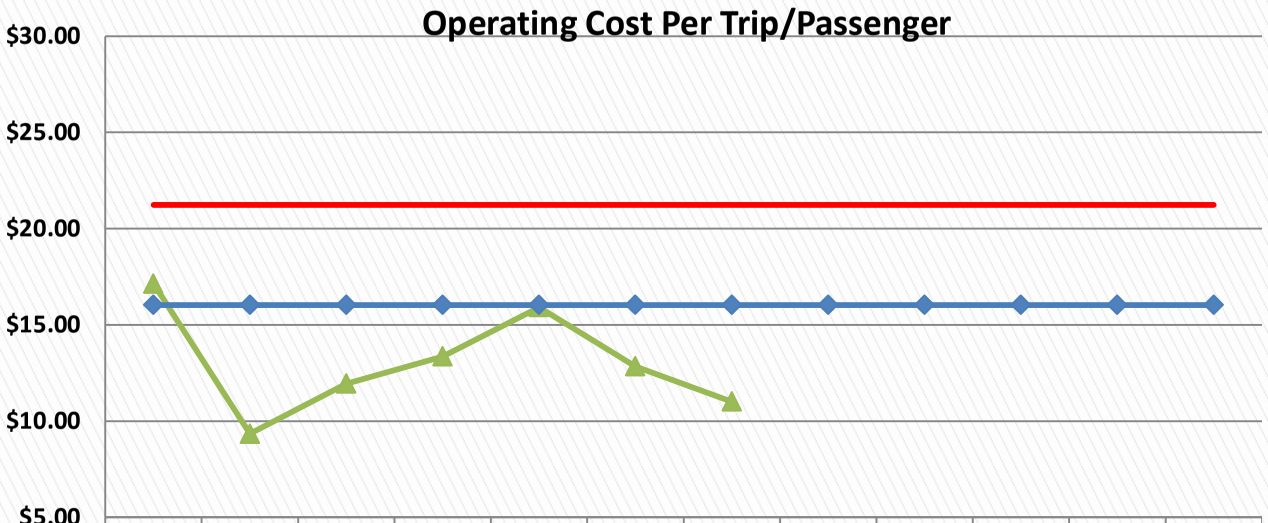


	1	2	3	4	5	6	7	8	9	10	11	12
Monthly Cost per Mile	$3.32	$1.78	$2.25	$2.70	$3.18	$2.20	$2.07					
Sandoval/Valencia	$4.07	$4.07	$4.07	$4.07	$4.07	$4.07	$4.07	$4.07	$4.07	$4.07	$4.07	$4.07
Region 6 Total Cost Per Mile	$2.19	$2.19	$2.19	$2.19	$2.19	$2.19	$2.19	$2.19	$2.19	$2.19	$2.19	$2.19

Performance Measure - Administrative:

Operating Cost per Trip

When transit data is collected, passengers, riders and rides are counted and referred to as "trips." One passenger can generate several trips in a day, and these are counted individually. Example, a particular rider may board in Questa (1 trip) and transfer to the Taos to Espanola bus (1 trip) and again transfer to the Santa Fe bus in Espanola (1 trip) for a total of three trips. The cost per trip is computed on a monthly basis by dividing the monthly operating costs from the Monthly Expenditures (chart above), by the total monthly number of trips (ridership). NM Department of Transportation uses this as one of their performance measures to the state-wide transit guide published annually. Additionally this is used when NMDOT evaluates a transit system for the state-wide awards of 5311 funding. This is a management tool to track our cost per trip vs. the amount of budget being spent to operate a particular route as well as collectively for all routes. Sandoval and Valencia counties' annual average are used as a local/in state comparable benchmark, even though their system is smaller than the NCRTD. Data from the 2012 Rural Transit Data Fact Book, specifically FTA's District 6 (our district) annual cost per trip is included as a benchmark.

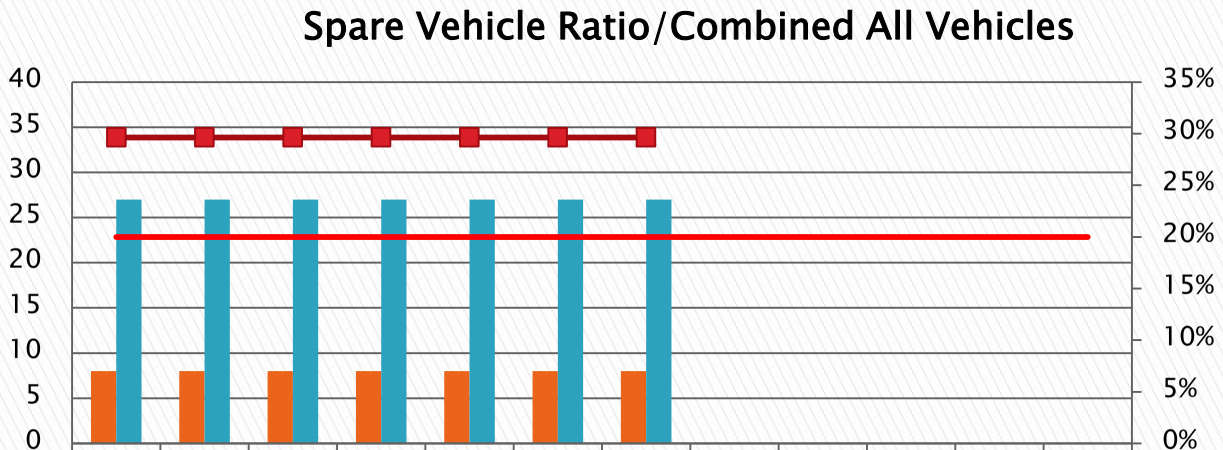


	1	2	3	4	5	6	7	8	9	10	11	12
Monthly Cost per Trip	$17.14	$9.34	$11.95	$13.36	$15.92	$12.84	$11.01					
Sandoval/Valencia	$21.24	$21.24	$21.24	$21.24	$21.24	$21.24	$21.24	$21.24	$21.24	$21.24	$21.24	$21.24
Region 6 Total Cost Per Trip	$16.03	$16.03	$16.03	$16.03	$16.03	$16.03	$16.03	$16.03	$16.03	$16.03	$16.03	$16.03

Performance Measure - Fleet:

Spare Vehicle Ratio/Combined all Vehicles

FTA defines the spare ratio as the percentage of spare vehicles in comparison to the number of vehicles required for annual maximum service. Recommended FTA spare vehicle ratio is 20% for fleets over 50 vehicles. NCRTD's fleet totals 35 and is exempt from this guideline but it is a good benchmark to keep in place. With an annual maximum service of 27 and a backup fleet of 8, the backup ratio is 30%. This higher number is needed and reasonable due to the variety of passenger seating requirements for specific routes throughout the District. These backup vehicles ensure consistent coverage of all routes when vehicles are off line due to routine maintenance or unexpected breakdowns.

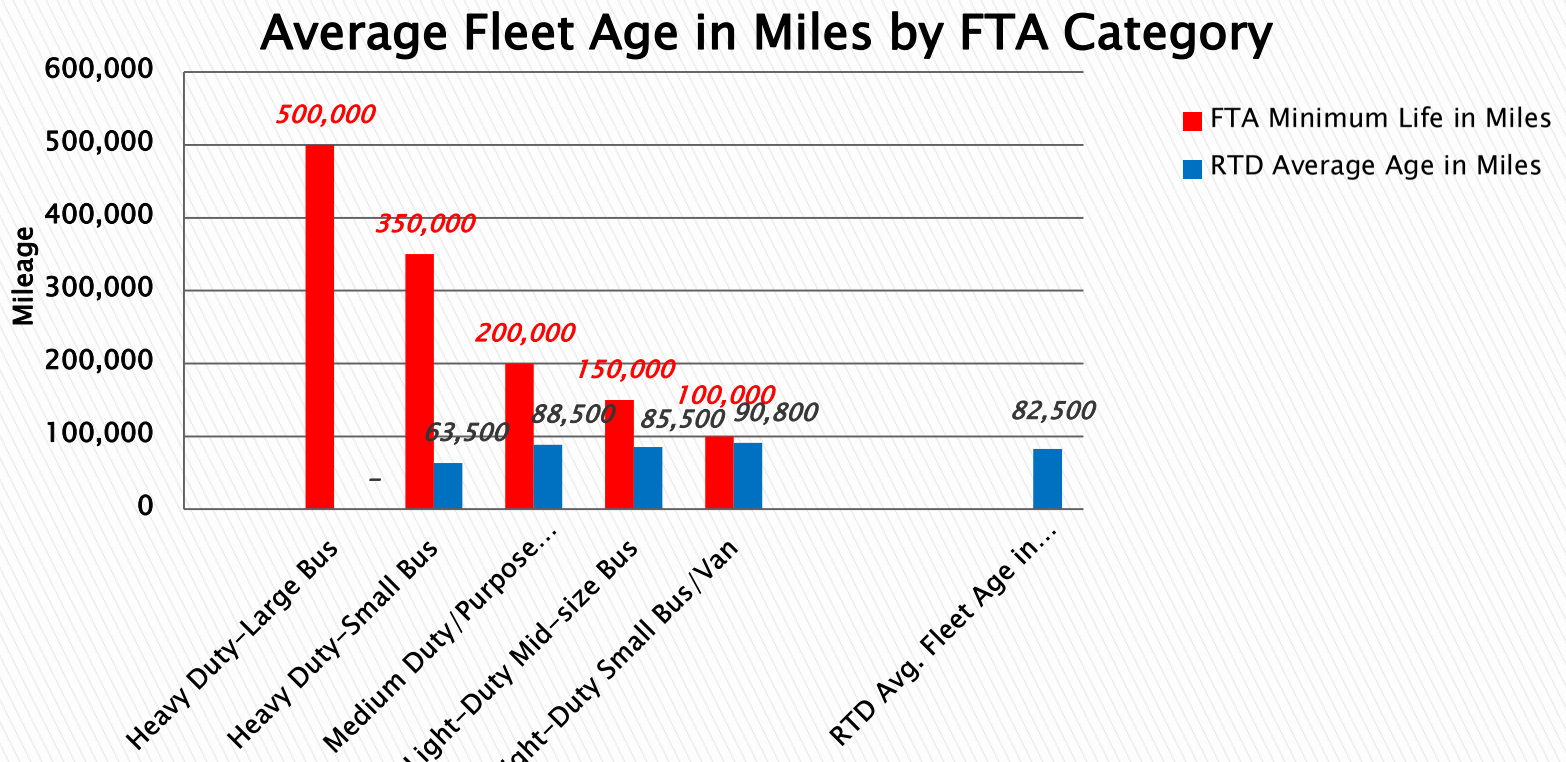


	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Spare Vehicles	8	8	8	8	8	8	8					
# Needed to run	27	27	27	27	27	27	27					
Spare Ratio	29.63%	29.63%	29.63%	29.63%	29.63%	29.63%	29.63%					
Recommended	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%

Performance Measure - Fleet:

Average Fleet Age

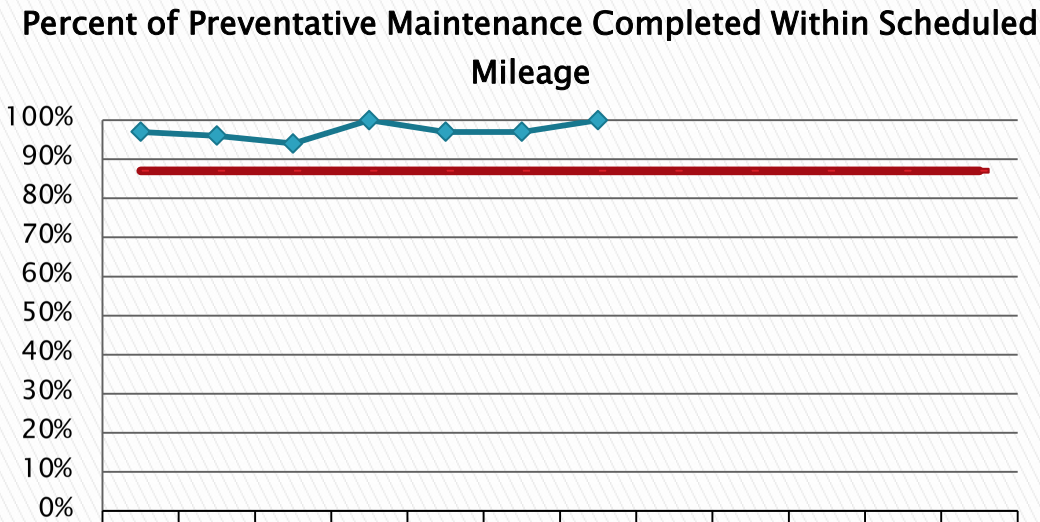
The FTA allows the use of years or mileage to attain usable life. The District uses mileage rather than the year of manufacture because of the large area of the district and the high number of miles traveled on an annual basis. This compares the age of specific kind of vehicles by mileage in accordance to the FTA guidelines. This is useful in fleet replacement planning. The numbers will vary month to month as mileages increase and old vehicles are replaced by new.



Performance Measure - Fleet:

Percentage of "On-Time" PM / Inspections

The federal benchmark for the percentage of "on-time" preventative maintenance (PMs) and inspections for the fleet is 87%. Inspections are required to be conducted within certain mileage timeframe by vehicle manufacturers for the various sizes of vehicles. Manufacturer's recommended maintenance schedules may range in mileage due to the component makeup of a particular vehicle. The FTA recommends they be conducted within the manufacturer's recommended maintenance schedule. However, as a sub recipient of NMDOT we are allowed varied standards as approved by NMDOT. With the variety of sizes and component makeup of District vehicles, we have determined and hold to a standard of 5000 mile intervals for the entire fleet. This ensures frequent safety inspections and PM services at reasonable intervals that result in a more dependable and safer fleet. This data is collected and tracked by the Fleet Maintenance Manager.

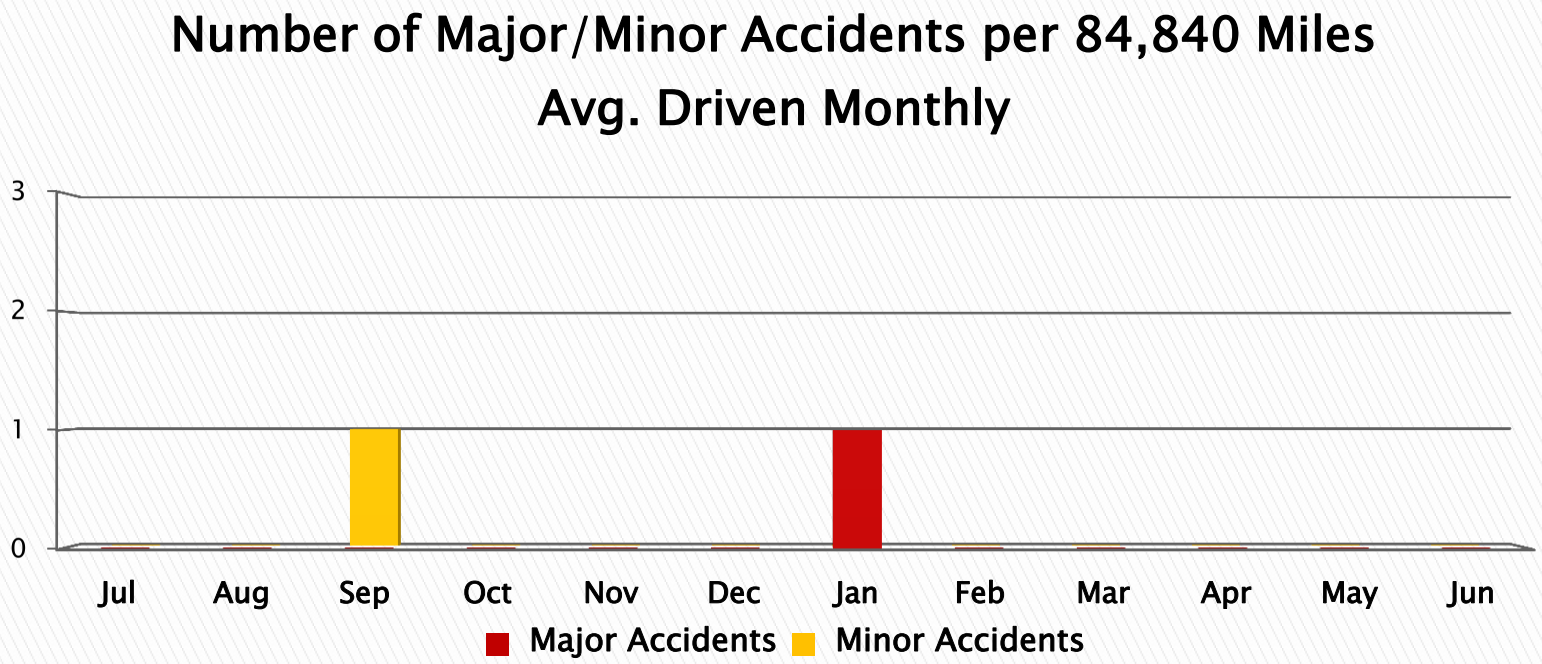


	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
FY 12-13 RTD Maintenance	97	96	94	100	97	97	100					
FTA Recommendation	87	87	87	87	87	87	87	87	87	87	87	87

Performance Measure - Fleet:

Accidents per Month

This measurement shows us how many accidents occur within a month and to what frequency they occur. These are logged as minor or major accidents. A minor accident for example, is one where a driver hits a stationary object while backing but there is minimal damage. A major accident is one where there may be significant damage and/or injury, and a FTA Post accident drug screen is required. All accidents are reported to the Operations and Maintenance Manager to decide on what corrective action needs to be taken. There are established internal reporting and follow up procedures. All accidents, major or minor, are investigated and documented, and dealt with accordingly by the operations management team. As a result, disciplinary measures and/or driver re-training may be required by the outcome of the investigation.



Last Minor Accident - Sept 25, 2012

Miles Driven since last Minor Accident - 334,141

Last Major Accident - January 23, 2013

Miles Driven since last Major Accident - 28,280

Performance Measure – Customer Relations:

Complaints per Month

This performance tracks monthly the number and type of complaints received by the Operations Division of the NCRTD. The complaints are received by the Operations and Maintenance Manager. These are categorize by the type of complaint, and evaluated as to the seriousness of the complaint and whether or not a course of action needs to be taken, i.e. driver reprimand, driver retraining, vehicle maintenance, etc. This measure is intended to measure the percentage of complaints versus the total ridership for the month. Driver performance can be graded and we can see if more drivers training needs to be scheduled for particular drivers. Customers also have complained about routes, stops, dispatch, bus cleanliness and other various categories.

Complaints–

1. A Passenger called upset saying that while she was on the bus at the Park and Ride transfer, there were 2 men standing outside cussing and smoking. She asked the driver to do something and the would not stop. / Driver also called in at the same time saying that the lady would not calm down and was hysterical even after he asked the guys to move along. A supervisor was sent to the scene to adress the concerns. He diffussed the situation and drove the lady to her destination.
2. A Demand Response rider complained the driver never came to pick him up. / Driver had arived at the address but the rider was a no show.
3. A passenger complained that the driver was rude when telling people to use their seat belts. / the driver said he was only enforcing policy and trying to stay on schedule

FY 12-13 Number of Complaints

	Total	Scheduling Errors	Driver Performance	Against other Passengers	Miscellaneous*	Percent VS Ridership
July	9	2	4	3	0	0.06%
August	4	1	3	0	0	0.02%
Sept	5	0	5	0	0	0.03%
Oct	6	4	2	0	0	0.02%
Nov	8	5	3			0.05%
Dec	5		5			0.04%
January	3		2	1		0.02%
Feb	0					
March	0					
April	0					
May	0					
June	0					
	0					
Total	40	12	24	4	0	

Performance Measure – Customer Relations:

Customer Incidents

This performance measure calculates the number of customer incidents reported to the Operations and Maintenance Manager on a monthly basis. Customer incidents are any serious occurrence that may have an outcome that could be potentially hazardous to the driver or other passengers. These situations could be anything such as two passengers arguing over something, or a rider threatening a driver, or a non rider harassing a driver for not being on time. It could also be a passenger falling down on the bus, or a passenger stepping in front of the bus as it pulls away from the curb to stop it to get on the bus. This data is collected by the driver writing an incident report and turning it in to the Operations and Maintenance Manager. This is intended to measure the types of situations that arise and how frequently they arise on the various routes of service provided by the NCRTD. This measurement tells us the frequency of incidents versus the number of monthly riders. We can then see if additional training needs to be implemented for the driver to avoid or control incidents that may occur on his route.

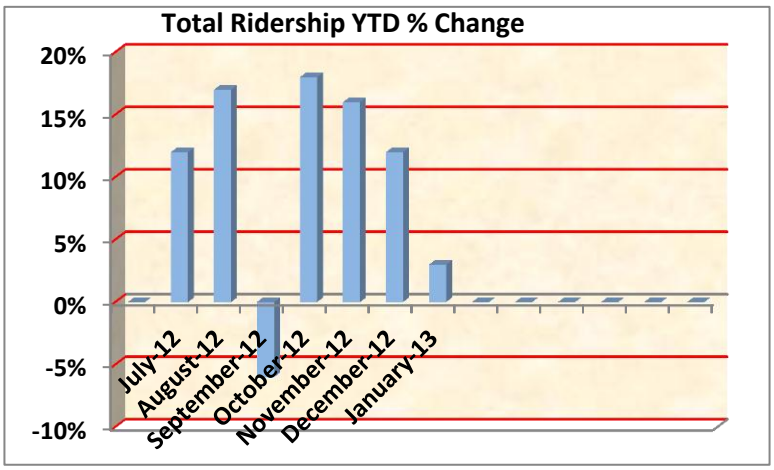
1. A male student rider complained that a female student rider had sprayed her perfume n his eyes. His eyes were burning. A supervisor met the bus and took the male student home.
2. A passenger complained to the driver because he would not pull into the parking lot and let her off at the front door like the other driver does. He told her that he had to follow the scheduled stops.
3. A passenger on the Chama bus wet her pants in the seat. Driver told her she should of use the restroom at Bodies and to please do next time. Driver cleaned seat at end of run.
4. Driver noticed a passenger using a large knife as he helped a passenger try to dislodge a cell phone that was stuck between the seat and the wall. Driver told him not to bring that kind of weapon on board again.

FY 12-13 Number of Customer Incidents

	Total	Between Driver and Non Rider	Between Riders	Between Driver and Rider	Single Passenger Situation	Percent VS Ridership
July	6	2	4	0	0	0.04%
Aug	9	0	4	5	0	0.05%
Sept	8	0	0	0	8	0.05%
Oct	14	8	3	3	0	0.08%
Nov	8	1	1	5	1	0.05%
Dec	8		1	7		0.06%
Jan	4		1	3		0.02%
Feb	0					
March	0					
April	0					
May	0					
June	0					
Total	23	2	8	5	8	

NCRTD Monthly Ridership Summary

January 1, 2013 thru January 31, 2013



Calendar Operating Days

	This Year
Jul-12	21
Aug-12	23
Sep-12	19
Oct-12	22
Nov-12	19
Dec-12	20
Jan-13	22

Monthly System Totals

	This Year	Last Year	Difference	%Change
NCRTD Operated	16,642	17,274	-632	-4%
NCRTD Funded	35,214	34,236	978	3%
Systems Total	51,856	51,510	346	1%

Year to Date Totals

	This Year	Last Year	Difference	%Change
NCRTD Operated	110,838	107,111	3,727	**3%**
NCRTD Funded	267,907	243,346	24,561	**9%**
Systems Total	378,745	350,457	28,288	7%

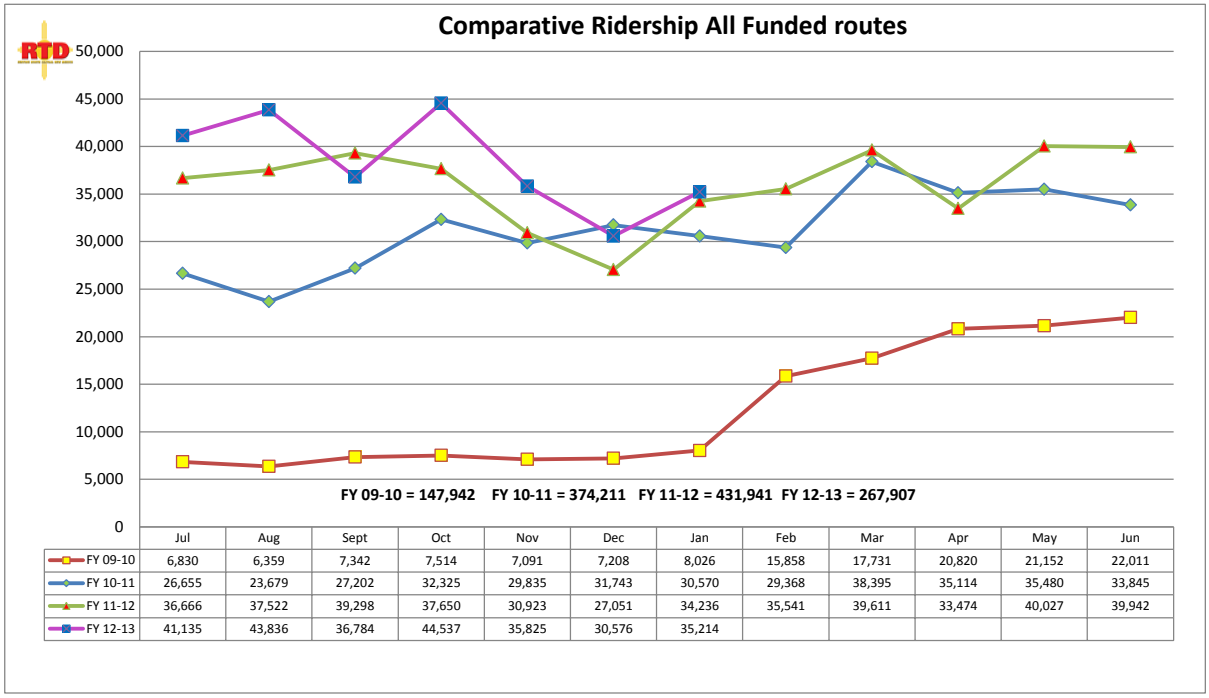
System Daily Averages

	This Year	Last Year	Difference	% Change
NCRTD Operated	756	822	-66	-9%
NCRTD Funded	1,601	1630	-29	-2%
Systems Total	2357	2452	-95	-4%

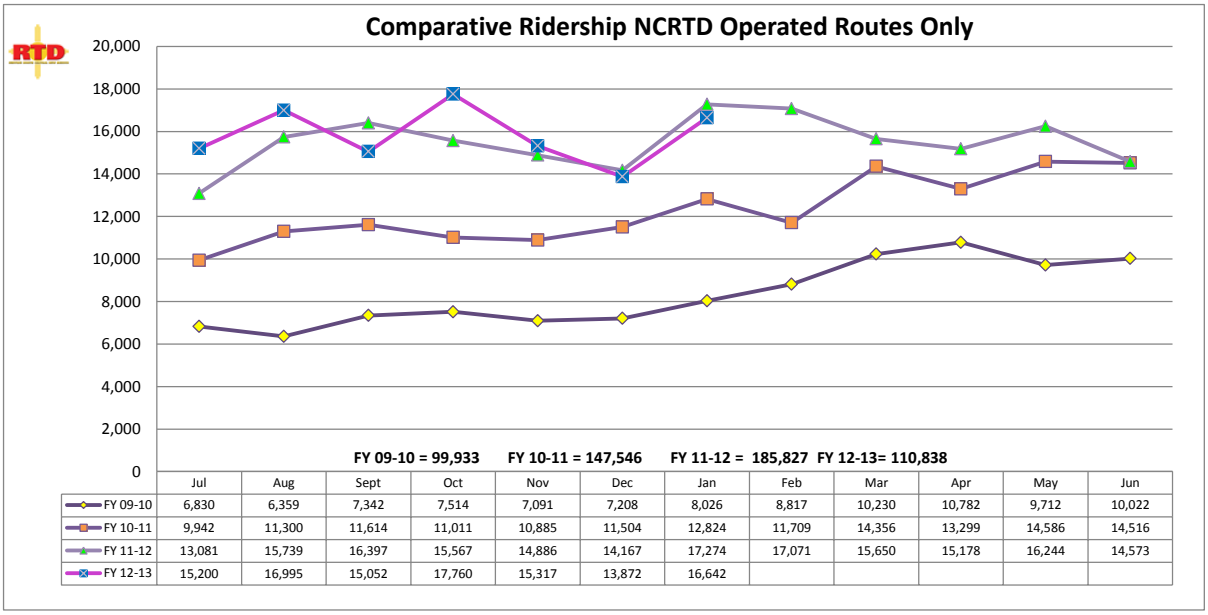
Total Ridership YTD % Change

July-12	12%
August-12	17%
September-12	-6%
October-12	18%
November-12	16%
December-12	12%
January-13	3%

Dec-2012
Ridership Report



	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 09-10	6,830	6,359	7,342	7,514	7,091	7,208	8,026	15,858	17,731	20,820	21,152	22,011
FY 10-11	26,655	23,679	27,202	32,325	29,835	31,743	30,570	29,368	38,395	35,114	35,480	33,845
FY 11-12	36,666	37,522	39,298	37,650	30,923	27,051	34,236	35,541	39,611	33,474	40,027	39,942
FY 12-13	41,135	43,836	36,784	44,537	35,825	30,576	35,214					



	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
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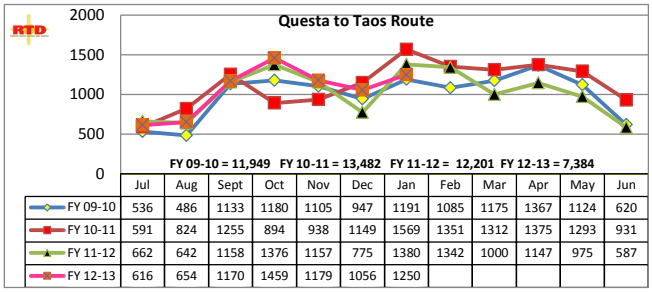
FY 11-12	13,081	15,739	16,397	15,567	14,886	14,167	17,274	17,071	15,650	15,178	16,244	14,573
FY 12-13	15,200	16,995	15,052	17,760	15,317	13,872	16,642					

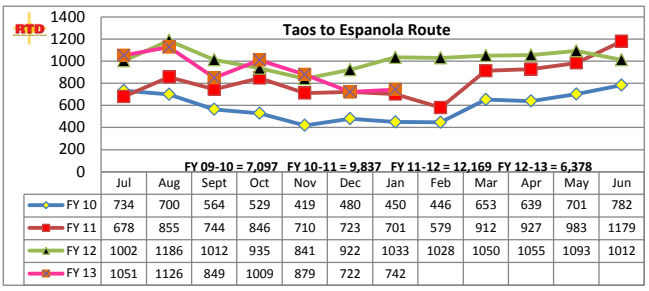
Questa to Taos Route



FY 09-10 = 11,949 FY 10-11 = 13,482 FY 11-12 = 12,201 FY 12-13 = 7,384

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 09-10	536	486	1133	1180	1105	947	1191	1085	1175	1367	1124	620
FY 10-11	591	824	1255	894	938	1149	1569	1351	1312	1375	1293	931
FY 11-12	662	642	1158	1376	1157	775	1380	1342	1000	1147	975	587
FY 12-13	616	654	1170	1459	1179	1056	1250					

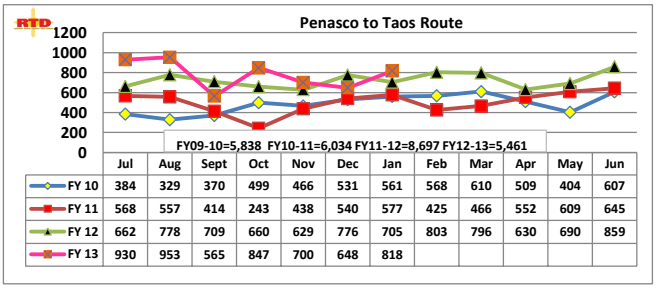
Taos to Espanola Route



FY 09-10 = 7,097 FY 10-11 = 9,837 FY 11-12 = 12,169 FY 12-13 = 6,378

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10	734	700	564	529	419	480	450	446	653	639	701	782
FY 11	678	855	744	846	710	723	701	579	912	927	983	1179
FY 12	1002	1186	1012	935	841	922	1033	1028	1050	1055	1093	1012
FY 13	1051	1126	849	1009	879	722	742					

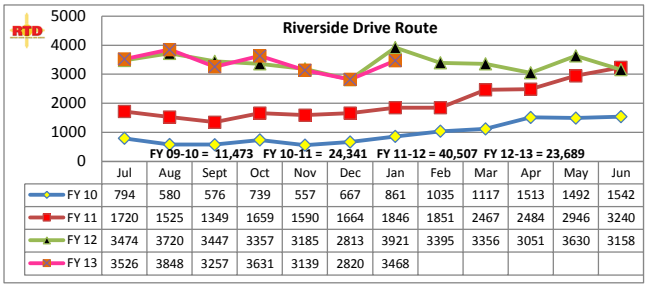
Penasco to Taos Route



FY09-10=5,838 FY10-11=6,034 FY11-12=8,697 FY12-13=5,461

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10	384	329	370	499	466	531	561	568	610	509	404	607
FY 11	568	557	414	243	438	540	577	425	466	552	609	645
FY 12	662	778	709	660	629	776	705	803	796	630	690	859
FY 13	930	953	565	847	700	648	818					

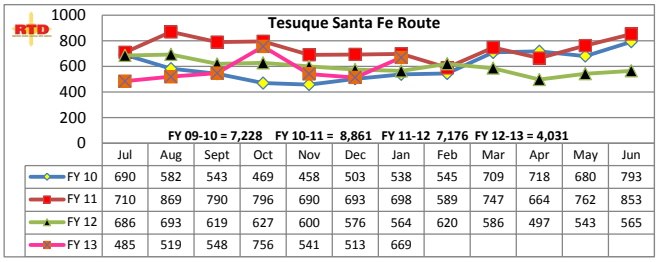
Riverside Drive Route



FY 09-10 = 11,473 FY 10-11 = 24,341 FY 11-12 = 40,507 FY 12-13 = 23,689

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10	794	580	576	739	557	667	861	1035	1117	1513	1492	1542
FY 11	1720	1525	1349	1659	1590	1664	1846	1851	2467	2484	2946	3240
FY 12	3474	3720	3447	3357	3185	2813	3921	3395	3356	3051	3630	3158
FY 13	3526	3848	3257	3631	3139	2820	3468					

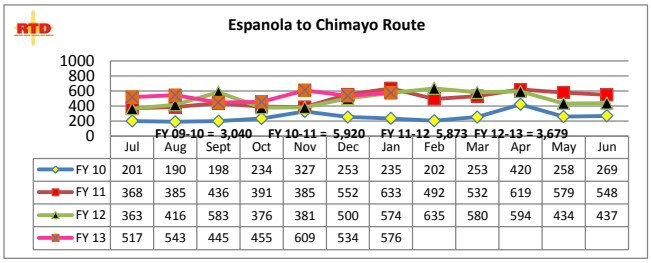
Tesuque Santa Fe Route



FY 09-10 = 7,228 FY 10-11 = 8,861 FY 11-12 7,176 FY 12-13 = 4,031

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10	690	582	543	469	458	503	538	545	709	718	680	793
FY 11	710	869	790	796	690	693	698	589	747	664	762	853
FY 12	686	693	619	627	600	576	564	620	586	497	543	565
FY 13	485	519	548	756	541	513	669					

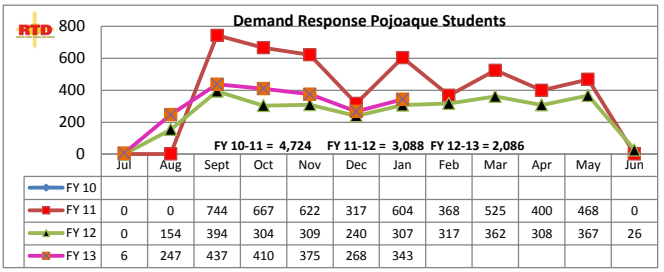
Espanola to Chimayo Route



FY 09-10 = 3,040 FY 10-11 = 5,920 FY 11-12 5,873 FY 12-13 = 3,679

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10	201	190	198	234	327	253	235	202	253	420	258	269
FY 11	368	385	436	391	385	552	633	492	532	619	579	548
FY 12	363	416	583	376	381	500	574	635	580	594	434	437
FY 13	517	543	445	455	609	534	576					

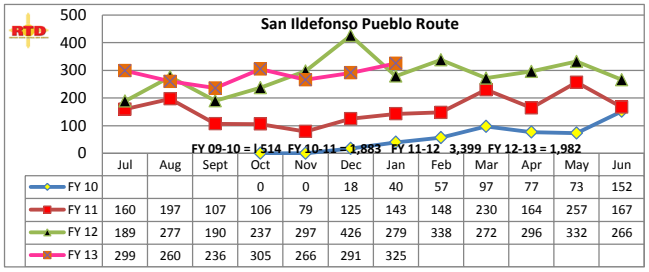
Demand Response Pojoaque Students



FY 10-11 = 4,724 FY 11-12 = 3,088 FY 12-13 = 2,086

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10												
FY 11	0	0	744	667	622	317	604	368	525	400	468	0
FY 12	0	154	394	304	309	240	307	317	362	308	367	26
FY 13	6	247	437	410	375	268	343					

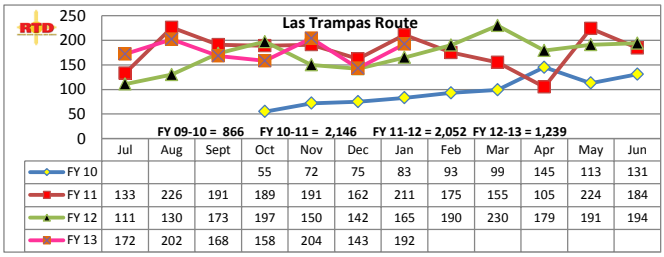
San Ildefonso Pueblo Route



FY 09-10 = 514 FY 10-11 = 1,883 FY 11-12 3,399 FY 12-13 = 1,982

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10				0	0	18	40	57	97	77	73	152
FY 11	160	197	107	106	79	125	143	148	230	164	257	167
FY 12	189	277	190	237	297	426	279	338	272	296	332	266
FY 13	299	260	236	305	266	291	325					

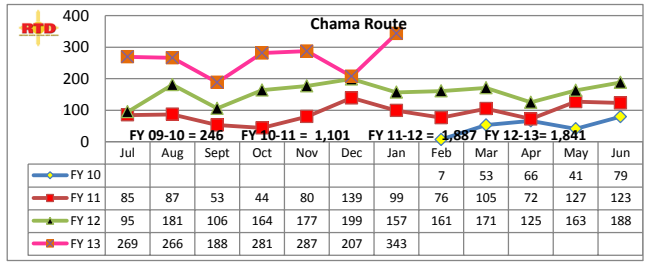
Las Trampas Route



FY 09-10 = 866 FY 10-11 = 2,146 FY 11-12 = 2,052 FY 12-13 = 1,239

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10				55	72	75	83	93	99	145	113	131
FY 11	133	226	191	189	191	162	211	175	155	105	224	184
FY 12	111	130	173	197	150	142	165	190	230	179	191	194
FY 13	172	202	168	158	204	143	192					

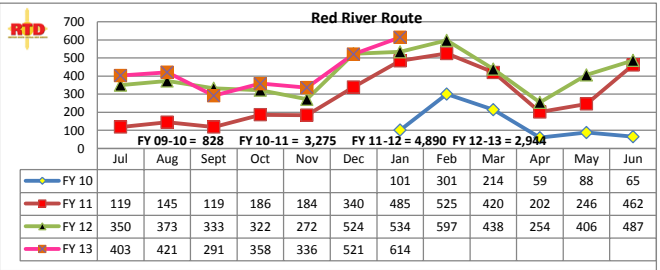
Chama Route



FY 09-10 = 246 FY 10-11 = 1,101 FY 11-12 = 1,887 FY 12-13= 1,841

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10								7	53	66	41	79
FY 11	85	87	53	44	80	139	99	76	105	72	127	123
FY 12	95	181	106	164	177	199	157	161	171	125	163	188
FY 13	269	266	188	281	287	207	343					

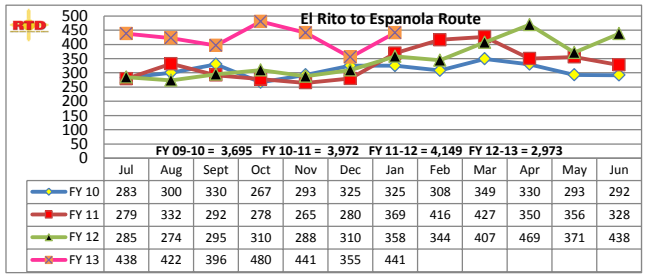
Red River Route



FY 09-10 = 828 FY 10-11 = 3,275 FY 11-12 = 4,890 FY 12-13 = 2,944

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10							101	301	214	59	88	65
FY 11	119	145	119	186	184	340	485	525	420	202	246	462
FY 12	350	373	333	322	272	524	534	597	438	254	406	487
FY 13	403	421	291	358	336	521	614					

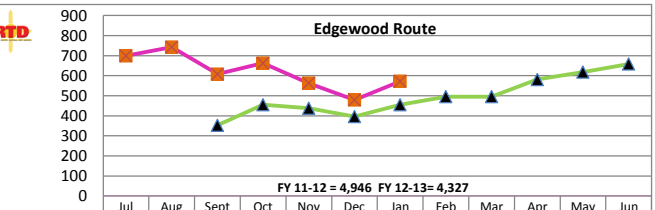
El Rito to Espanola Route



FY 09-10 = 3,695 FY 10-11 = 3,972 FY 11-12 = 4,149 FY 12-13 = 2,973

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10	283	300	330	267	293	325	325	308	349	330	293	292
FY 11	279	332	292	278	265	280	369	416	427	350	356	328
FY 12	285	274	295	310	288	310	358	344	407	469	371	438
FY 13	438	422	396	480	441	355	441					

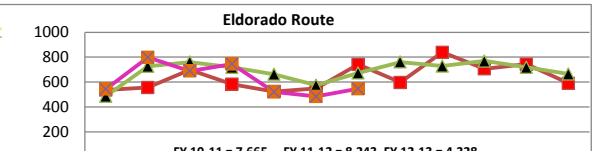
Edgewood Route



FY 11-12 = 4,946 FY 12-13= 4,327

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 11-12			353	455	438	396	455	496	496	581	618	658
FY 12-13	699	743	608	663	563	479	572					

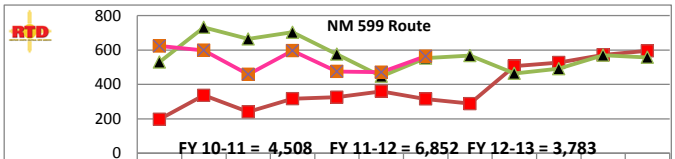
Eldorado Route



FY 10-11 = 7,665 FY 11-12 = 8,243 FY 12-13 = 4,328

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10												
FY 11	536	556	699	582	524	549	741	597	839	707	744	590
FY 12	486	726	761	718	663	574	673	761	729	769	718	665
FY 13	544	799	689	745	521	484	546					

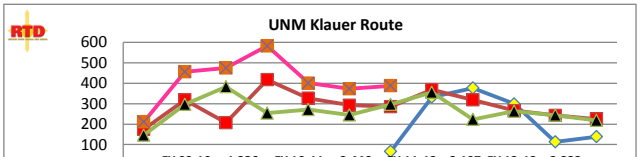
NM 599 Route



FY 10-11 = 4,508 FY 11-12 = 6,852 FY 12-13 = 3,783

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 09 10												
FY 10-11	197	336	241	317	325	360	315	288	507	527	572	595
FY 11-12	530	732	664	703	575	447	553	567	464	491	569	557
FY 12-13	623	598	458	596	475	470	563					

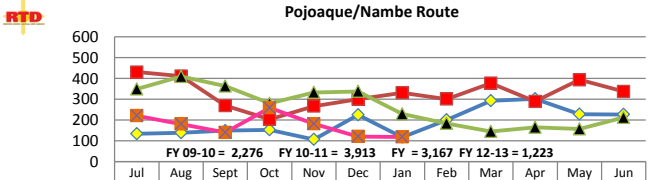
UNM Klauer Route



FY 09-10 = 1,326 FY 10-11 = 3,446 FY 11-12 = 3,197 FY 12-13 = 2,888

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 09-10							66	332	377	299	113	139
FY 10-11	174	319	207	418	327	293	286	369	319	266	243	225
FY 11-12	146	297	383	254	271	245	297	356	223	263	244	218
FY 12-13	211	457	475	583	401	373	388					

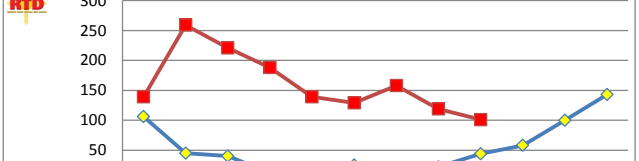
Pojoaque/Nambe Route



FY 09-10 = 2,276 FY 10-11 = 3,913 FY = 3,167 FY 12-13 = 1,223

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 09-10	134	139	149	153	107	225	118	201	293	302	228	227
FY 10-11	431	412	269	204	267	300	331	301	378	289	394	337
FY 11-12	350	410	364	280	333	338	229	184	145	165	157	212
FY 12-13	221	181	140	259	182	121	119					

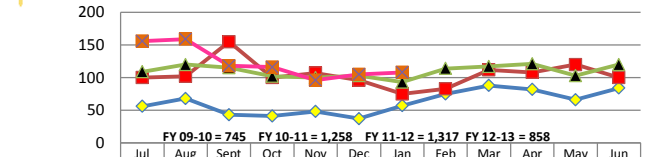
Alcalde Velarde Route



FY 09-10 total 6,24 -----FY 10-11 total 1,453

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 09-10	106	45	40	12	12	25	17	22	44	58	100	143
FY 10-11	139	259	221	188	139	129	158	119	101			
FY 11-12	1											

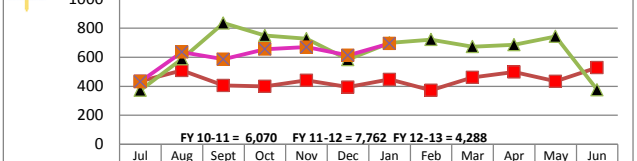
Espanola to Los Alamos Route



FY 09-10 = 745 FY 10-11 = 1,258 FY 11-12 = 1,317 FY 12-13 = 858

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 09-10	56	68	43	41	48	37	57	75	88	82	66	84
FY 10-11	100	102	155	100	107	96	75	83	112	108	120	100
FY 11-12	109	120	115	102	100	103	93	114	117	121	103	120
FY 12-13	156	159	118	116	96	105	108					

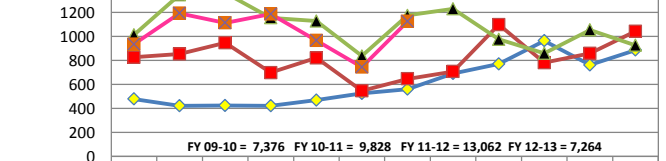
Demand Response Route



FY 10-11 = 6,070 FY 11-12 = 7,762 FY 12-13 = 4,288

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10												
FY 11	435	509	405	400	441	394	447	372	461	499	434	529
FY 12	373	589	836	750	728	584	699	722	674	687	744	376
FY 12-13	432	636	586	656	670	613	695					

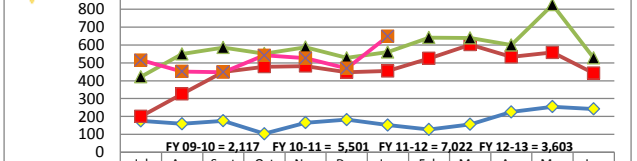
Westside Route



FY 09-10 = 7,376 FY 10-11 = 9,828 FY 11-12 = 13,062 FY 12-13 = 7,264

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 09-10	479	423	424	423	469	525	561	690	770	964	762	886
FY 10-11	826	854	947	698	821	547	647	708	1098	781	859	1042
FY 11-12	1013	1346	1363	1156	1128	837	1175	1230	975	859	1054	926
FY 12-13	936	1193	1113	1186	966	745	1125					

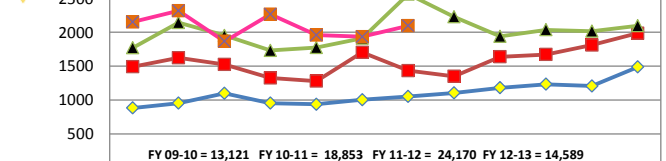
Santa Clara to Espanola/Santa Fe Route



FY 09-10 = 2,117 FY 10-11 = 5,501 FY 11-12 = 7,022 FY 12-13 = 3,603

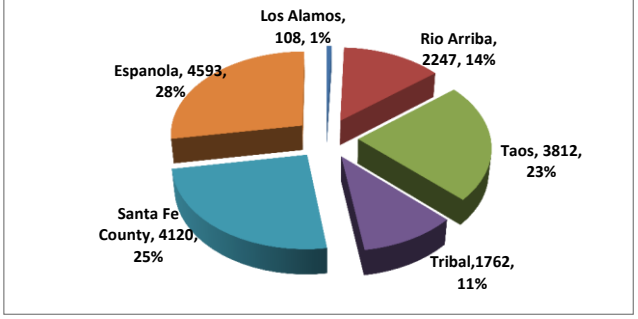
	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 09-10	175	159	176	103	165	182	152	127	156	225	255	242
FY 10-11	201	326	450	479	482	447	454	525	602	534	558	443
FT 11-12	422	550	586	552	588	528	560	642	640	600	826	528
FY 12-13	515	452	448	542	527	470	649					

Espanola to Santa Fe Route

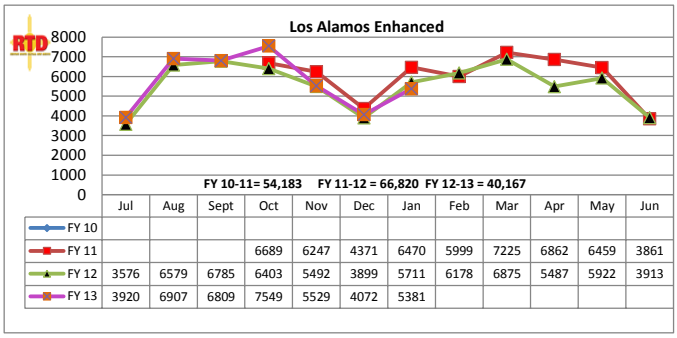


FY 09-10 = 13,121 FY 10-11 = 18,853 FY 11-12 = 24,170 FY 12-13 = 14,589

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 09-10	886	956	1102	957	939	1005	1056	1106	1182	1235	1208	1489
FY 10-11	1492	1625	1526	1326	1280	1705	1435	1352	1641	1674	1812	1986
FY 11-12	1773	2144	1953	1732	1776	1912	2563	2229	1939	2037	2016	2096
FY 12-13	2151	2316	1867	2265	1960	1934	2096					

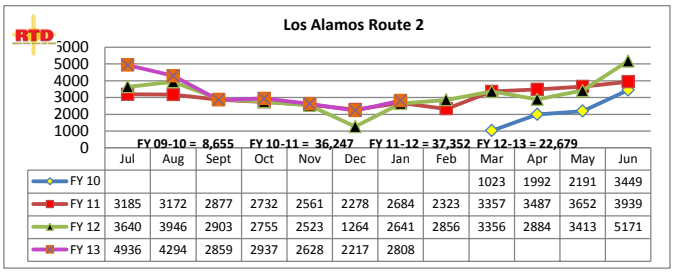


NCRTD Funded Routes - Member Operated



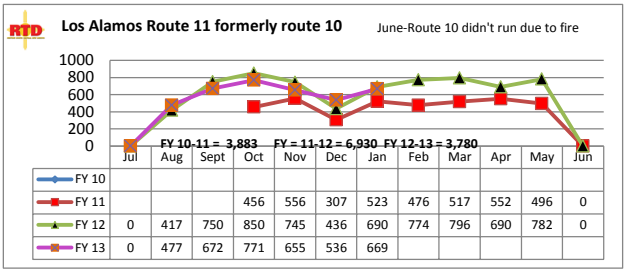
FY 10-11= 54,183 FY 11-12 = 66,820 FY 12-13 = 40,167

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10												
FY 11				6689	6247	4371	6470	5999	7225	6862	6459	3861
FY 12	3576	6579	6785	6403	5492	3899	5711	6178	6875	5487	5922	3913
FY 13	3920	6907	6809	7549	5529	4072	5381					



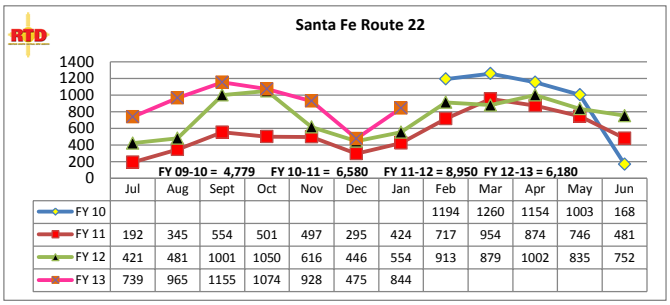
FY 09-10 = 8,655 FY 10-11 = 36,247 FY 11-12 = 37,352 FY 12-13 = 22,679

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10									1023	1992	2191	3449
FY 11	3185	3172	2877	2732	2561	2278	2684	2323	3357	3487	3652	3939
FY 12	3640	3946	2903	2755	2523	1264	2641	2856	3356	2884	3413	5171
FY 13	4936	4294	2859	2937	2628	2217	2808					



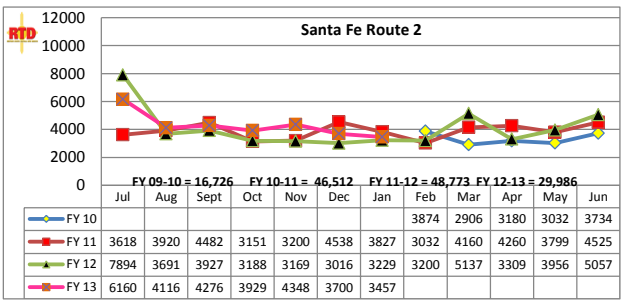
FY 10-11 = 3,883 FY = 11-12 = 6,930 FY 12-13 = 3,780

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10												
FY 11				456	556	307	523	476	517	552	496	0
FY 12	0	417	750	850	745	436	690	774	796	690	782	0
FY 13	0	477	672	771	655	536	669					



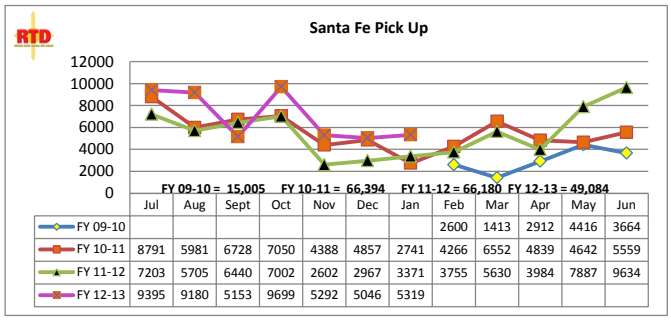
FY 09-10 = 4,779 FY 10-11 = 6,580 FY 11-12 = 8,950 FY 12-13 = 6,180

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10								1194	1260	1154	1003	168
FY 11	192	345	554	501	497	295	424	717	954	874	746	481
FY 12	421	481	1001	1050	616	446	554	913	879	1002	835	752
FY 13	739	965	1155	1074	928	475	844					



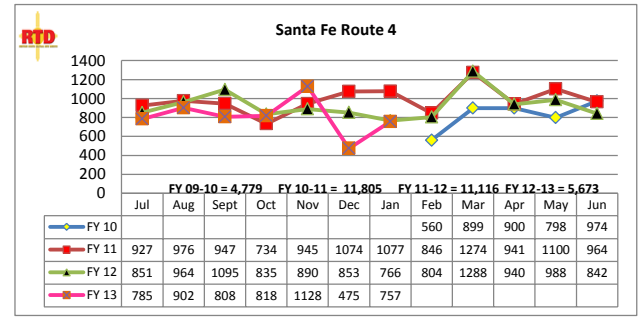
FY 09-10 = 16,726 FY 10-11 = 46,512 FY 11-12 = 48,773 FY 12-13 = 29,986

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10								3874	2906	3180	3032	3734
FY 11	3618	3920	4482	3151	3200	4538	3827	3032	4160	4260	3799	4525
FY 12	7894	3691	3927	3188	3169	3016	3229	3200	5137	3309	3956	5057
FY 13	6160	4116	4276	3929	4348	3700	3457					



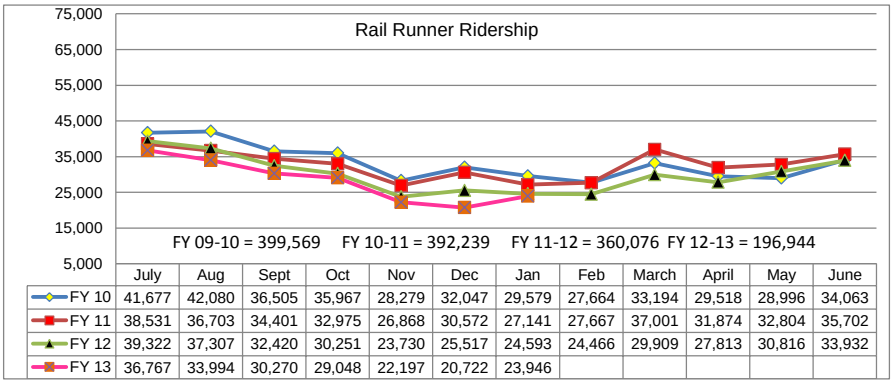
FY 09-10 = 15,005 FY 10-11 = 66,394 FY 11-12 = 66,180 FY 12-13 = 49,084

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 09-10								2600	1413	2912	4416	3664
FY 10-11	8791	5981	6728	7050	4388	4857	2741	4266	6552	4839	4642	5559
FY 11-12	7203	5705	6440	7002	2602	2967	3371	3755	5630	3984	7887	9634
FY 12-13	9395	9180	5153	9699	5292	5046	5319					



FY 09-10 = 4,779 FY 10-11 = 11,805 FY 11-12 = 11,116 FY 12-13 = 5,673

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 10								560	899	900	798	974
FY 11	927	976	947	734	945	1074	1077	846	1274	941	1100	964
FY 12	851	964	1095	835	890	853	766	804	1288	940	988	842
FY 13	785	902	808	818	1128	475	757					



FY 09-10 = 399,569 FY 10-11 = 392,239 FY 11-12 = 360,076 FY 12-13 = 196,944

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
FY 10	41,677	42,080	36,505	35,967	28,279	32,047	29,579	27,664	33,194	29,518	28,996	34,063
FY 11	38,531	36,703	34,401	32,975	26,868	30,572	27,141	27,667	37,001	31,874	32,804	35,702
FY 12	39,322	37,307	32,420	30,251	23,730	25,517	24,593	24,466	29,909	27,813	30,816	33,932
FY 13	36,767	33,994	30,270	29,048	22,197	20,722	23,946					